

PART A – Project summary

A.1 Project identification

Project title 119 / 300 characters

Project acronym 14 / 22 characters

Name of the lead partner organisation in English

Specific objective

Project duration

Phase 1 Duration	<input type="text" value="24 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="36"/>		

A.2 Project abstract

There are borders that divide, and there are those that connect. INTER VENTURES strives for the latter one, promoting the internationalization of SMEs in EU border regions, thus contributing to their growth and increased competitiveness. The main questions to be answered are ‘What kind of capacities SME’s would need to engage in cross-border and international collaborations? How these skills and capacities can be developed? Who are the key players facilitating the internationalisation of SMEs? How do they work, and how could their activities be improved?’

INTER VENTURES brings together partners from five European border regions, representing various stages of evolution of SME ecosystems, from occasional cross-border cooperation through more structured networking to international clusterization. But even the most advanced ones face issues to be tackled in order to fully exploit their specific potentials. Partners will intensely share their experiences and learn jointly via two Thematic Study Visits focusing on relevant good practices and four Interregional Meetings combining training with discussions. Regional stakeholders will be intensively involved in the process through RSG Meetings and Webinars including training, brainstorm sessions and assisted workshops. ‘Fast track’ policy improvement initiatives inducing immediate changes will be prepared and monitored through distinguished events joining key policymakers.










Lessons learnt will be adapted to regional conditions explored through targeted surveys of regional SMEs. Specific actions and measures prescribing the most appropriate ways to change the policy frameworks in partner regions will be identified in a step-by-step action planning process assisted by advisory services. As a result, tailor-made regional Action Plans will be elaborated that can lead to the desired improvement of the five selected regional ERDF and national programmes for the enhanced internationalisation of SMEs

1,968 / 2,000 characters

A.3 Project budget summary

Programme Funding	Amount		Partner Contributions			Total Budget	
	Amount	Funding Rate	Public Contribution	Private Contribution	Total Contribution		
ERDF	1,156,053.65	83.68 %	165,977.10	59,528.25	225,505.35	Total eligible to ERDF	1,381,559.00
Norway	0.00	0.00 %	0.00	0.00	0.00	Total Norway	0.00
INTERREG Europe	1,156,053.65	83.68 %	165,977.10	59,528.25	225,505.35	Total INTERREG Europe	1,381,559.00
						Other Funding	0.00
						Grand Total	1,381,559.00

A.4 Overview of project partners

N°	Organisation	Country	Partner Budget		
			Programme Funding	Partner Contribution	Total
1-LP	Pannon European Grouping of Territorial Cooperation	 HU	312,613.85	55,167.15	367,781.00
2-PP	Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)	 IT	165,028.35	29,122.65	194,151.00
3-PP	Rzeszow Regional Development Agency	 PL	81,222.60	14,333.40	95,556.00
4-PP	Association of the Carpathian Euroregion Poland	 PL	78,480.50	13,849.50	92,330.00
5-PP	European Business and Innovation Centre of Burgos (CEEI-Burgos)	 ES	138,640.10	24,465.90	163,106.00
6-PP	Klaipėda ID	 LT	114,302.90	20,171.10	134,474.00
7-AP	<i>Association of European Border Regions (AEBR)</i>	 DE	137,036.25	45,678.75	182,715.00
8-PP	Klaipėda City Municipality Administration	 LT	54,273.35	9,577.65	63,851.00
9-PP	Society for the Development of the Province of Burgos. (SODEBUR)	 ES	74,455.75	13,139.25	87,595.00

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="Pannon Európai Területi Társulás"/>		
			32 / 200 characters
Name of organisation in English	<input type="text" value="Pannon European Grouping of Territorial Cooperation"/>		
			51 / 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="EGTC"/>
Countries represented	<input type="text" value="Croatia (HRVATSKA) Hungary (MAGYARORSZÁG)"/>		
Address	<input type="text" value="Széchenyi tér 9."/>		
			16 / 200 characters
Town	<input type="text" value="Pécs"/>	Postal code	<input type="text" value="7621"/>
	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="Dél-Dunántúl"/>		
NUTS 3 level	<input type="text" value="Baranya"/>		
Legal representative	<input type="text" value="dr. András Göndöc"/>		
			17 / 200 characters
Contact person 1	<input type="text" value="dr. András Göndöc"/>		
			17 / 200 characters
Phone office	<input type="text" value="+36 20 350 57 20"/>	Mobile (optional)	<input type="text"/>
	16 / 200 characters		0 / 200 characters
Email	<input type="text" value="director@pannonegtc.eu"/>	Website (optional)	<input type="text" value="pannonegtc.eu"/>
	22 / 200 characters		13 / 200 characters
Contact person 2 (optional)	<input type="text"/>		
			0 / 200 characters
Phone (optional)	<input type="text"/>	Email (optional)	<input type="text"/>
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2022"/>

Partner 2

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Unione Regionale delle Camere di Commercio, Industria, Artigianato e Agricoltura della Lombardia"/>		
	<small>96 / 200 characters</small>		
Name of organisation in English	<input type="text" value="Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)"/>		
	<small>103 / 200 characters</small>		
Department/unit/division (if applicable)	<input type="text"/>		
	<small>0 / 200 characters</small>		
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="Via Ercole Oldofredi, 23"/>		
	<small>24 / 200 characters</small>		
Town	<input type="text" value="Milan"/>	Postal code	<input type="text" value="20124"/>
	<small>5 / 200 characters</small>		<small>5 / 200 characters</small>
Country	<input type="text" value="Italy (ITALIA)"/>		
NUTS 1 level	<input type="text" value="NORD-OVEST"/>		
NUTS 2 level	<input type="text" value="Lombardia"/>		
NUTS 3 level	<input type="text" value="Milano"/>		
Legal representative	<input type="text" value="Maurizio Colombo"/>		
	<small>16 / 200 characters</small>		
Contact person 1	<input type="text" value="Ludovico Monforte"/>		
	<small>17 / 200 characters</small>		
Phone office	<input type="text" value="+32 (0)2 5123528"/>	Mobile (optional)	<input type="text"/>
	<small>16 / 200 characters</small>		<small>0 / 200 characters</small>
Email	<input type="text" value="ludovico.monforte@lom.camcom.it"/>	Website (optional)	<input type="text"/>
	<small>31 / 200 characters</small>		<small>0 / 200 characters</small>
Contact person 2 (optional)	<input type="text" value="Roberto Valente"/>		
	<small>15 / 200 characters</small>		
Phone (optional)	<input type="text" value="+39 02 607960229"/>	Email (optional)	<input type="text"/>
	<small>16 / 200 characters</small>		<small>0 / 200 characters</small>
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="31/07/2022"/>

Partner 3

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"/>		
	35 / 200 characters		
Department/unit/division (if applicable)	<input type="text" value="Regional Development and International Cooperation Centre"/>		
	57 / 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 51"/>		
	10 / 200 characters		
Town	<input type="text" value="Rzeszow"/>	Postal code	<input type="text" value="35-959"/>
	7 / 200 characters		6 / 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"/>		
	15 / 200 characters		
Contact person 1	<input type="text" value="Marek Duda"/>		
	10 / 200 characters		
Phone office	<input type="text" value="+48 17 86 76 215"/>	Mobile (optional)	<input type="text"/>
	17 / 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		20 / 200 characters
Contact person 2 (optional)	<input type="text" value="Tomasz Bober"/>		
	12 / 200 characters		
Phone (optional)	<input type="text" value="+48 17 86 76 237"/>	Email (optional)	<input type="text" value="tbober@rarr.rzeszow.pl"/>
	17 / 200 characters		22 / 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="31/07/2022"/>

Partner 4

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Stowarzyszenie Euroregion Karpacki Polska"/>		
	41 / 200 characters		
Name of organisation in English	<input type="text" value="Association of the Carpathian Euroregion Poland"/>		
	47 / 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="Agency (different from business support organis"/>
Address	<input type="text" value="Grunwaldzka str. 15"/>		
	19 / 200 characters		
Town	<input type="text" value="Rzeszów"/>	Postal code	<input type="text" value="35-959"/>
	7 / 200 characters		6 / 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="Józef Jodłowski, Dawid Lasek"/>		
	28 / 200 characters		
Contact person 1	<input type="text" value="Dawid Lasek"/>		
	11 / 200 characters		
Phone office	<input type="text" value="+48 17 852 52 05"/>	Mobile (optional)	<input type="text"/>
	16 / 200 characters		0 / 200 characters
Email	<input type="text" value="dlasek@karpacki.pl"/>	Website (optional)	<input type="text" value="www.karpacki.pl"/>
	18 / 200 characters		16 / 200 characters
Contact person 2 (optional)	<input type="text" value="Oksana Petrynych"/>		
	16 / 200 characters		
Phone (optional)	<input type="text" value="+48 17 852 52 05"/>	Email (optional)	<input type="text" value="opetrynych@karpacki.pl"/>
	16 / 200 characters		22 / 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="31/07/2022"/>

Partner 5

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 de Burgos (CEEI-Burgos)"/>		
	63 / 200 characters		
Name of organisation in English	<input type="text" value="European Business and Innovation Centre of Burgos (CEEI-Burgos)"/>		
	63 / 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="Avda. de la Innovacion S/N"/>		
	26 / 200 characters		
Town	<input type="text" value="Burgos"/>	Postal code	<input type="text" value="09007"/>
	6 / 200 characters		5 / 200 characters
Country	<input type="text" value="Spain (ESPAÑA)"/>		
NUTS 1 level	<input type="text" value="CENTRO (ES)"/>		
NUTS 2 level	<input type="text" value="Castilla y León"/>		
NUTS 3 level	<input type="text" value="Burgos"/>		
Legal representative	<input type="text" value="Jose Vicente Orden Santamaria"/>		
	29 / 200 characters		
Contact person 1	<input type="text" value="Juan Carlos Martinez Barrio"/>		
	27 / 200 characters		
Phone office	<input type="text" value="+34 947244332"/>	Mobile (optional)	<input type="text"/>
	13 / 200 characters		0 / 200 characters
Email	<input type="text" value="jcmartinez@ceiburgos.es"/>	Website (optional)	<input type="text" value="www.ceeiburgos.es"/>
	23 / 200 characters		17 / 200 characters
Contact person 2 (optional)	<input type="text"/>		
	0 / 200 characters		
Phone (optional)	<input type="text"/>	Email (optional)	<input type="text"/>
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2022"/>

Partner 6

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Klaipėda ID"/>		
	11 / 200 characters		
Name of organisation in English	<input type="text" value="Klaipėda ID"/>		
	11 / 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="Šaulių str. 32-5"/>		
	16 / 200 characters		
Town	<input type="text" value="Klaipėda"/>	Postal code	<input type="text" value="LT-92137"/>
	8 / 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="Klaipėdos apskritis"/>		
Legal representative	<input type="text" value="Simas Simanuskas"/>		
	17 / 200 characters		
Contact person 1	<input type="text" value="Alina Šoparė"/>		
	12 / 200 characters		
Phone office	<input type="text" value="+37067027385"/>	Mobile (optional)	<input type="text"/>
	12 / 200 characters		0 / 200 characters
Email	<input type="text" value="alina@klaipedaid.lt"/>	Website (optional)	<input type="text" value="www.klaipedaid.lt"/>
	19 / 200 characters		17 / 200 characters
Contact person 2 (optional)	<input type="text"/>		
	0 / 200 characters		
Phone (optional)	<input type="text"/>	Email (optional)	<input type="text"/>
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2022"/>

Partner 7

Partner role in the project	<input type="text" value="Advisory partner"/>		
Name of organisation in original language	<input type="text" value="Arbeitsgemeinschaft Europäischer Grenzregionen (AGEG)"/>		
	53 / 200 characters		
Name of organisation in English	<input type="text" value="Association of European Border Regions (AEBR)"/>		
	45 / 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="Other"/>
Please specify other type	<input type="text" value="Association"/>		
Address	<input type="text" value="Enscheder Str. 362"/>		
	18 / 200 characters		
Town	<input type="text" value="Gronau"/>	Postal code	<input type="text" value="48599 Gronau"/>
	6 / 200 characters		12 / 200 characters
Country	<input type="text" value="Germany (DEUTSCHLAND)"/>		
NUTS 1 level	<input type="text" value="NORDRHEIN-WESTFALEN"/>		
NUTS 2 level	<input type="text" value="Münster"/>		
NUTS 3 level	<input type="text" value="Borken"/>		
Legal representative	<input type="text" value="Martín Guillermo Ramírez"/>		
	24 / 200 characters		
Contact person 1	<input type="text" value="Simone Goecken"/>		
	14 / 200 characters		
Phone office	<input type="text" value="0049 2562 70219"/>	Mobile (optional)	<input type="text"/>
	15 / 200 characters		0 / 200 characters
Email	<input type="text" value="s.goecken@aebr.eu"/>	Website (optional)	<input type="text"/>
	17 / 200 characters		0 / 200 characters
Contact person 2 (optional)	<input type="text" value="Cinzia Dellagiacomà"/>		
	19 / 200 characters		
Phone (optional)	<input type="text" value="0049 176 42090666"/>	Email (optional)	<input type="text" value="c.dellagiacomà@aebr.eu"/>
	17 / 200 characters		22 / 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"/>		

What are the partner's competences and experiences in the issue addressed by the project?

AEBR acts for EU border and cross-border regions representing their common economic social and mobility interests, coordinating cooperation, promoting exchange of experience in the wide range of related topics. AEBR practically acts as a Chambers of Commerce for its members. AEBR implements projects, organizes thematic events, realizes joint campaigns in the network. In light of its expertise in fostering single market in EU border areas AEBR formulates policy recommendations and regularly consults with the European Commission's DG for Internal Market, Industry, Entrepreneurship and SMEs (DG Grow). AEBR operates a Task Force "Cross-Border Labour Market" on cross-border labour market issues. AEBR synthesises the experience of its European network, aiming for removing barriers of sound SME internationalisation regarding CB service provision, professional qualifications' recognition, services package standardisation, digitalization in border areas.

AEBR has the appropriate competences and experience to support fulfilling the general aim of INTERVENTURES. Amongst other initiatives, AEBR has contributed to the realisation of EU measures such as: Creation of the necessary cross-border infrastructure; Establishment of new cross-border business relationships between producers and suppliers; Creation of Joint research and innovation.

AEBR is also experienced in analysing asymmetries, and CB regional disparities, proposing and promoting efficient solutions.

1,474 / 1,500 characters

What is the organisation's role in the project?

AEBR owns competences related to dealing with border and cross-border issues in the EU and is thus prepared to provide valuable horizontal knowledge and facilitate the implementation of the Inter Ventures project.

AEBR participates in all activities, while the intensity of advisory support provision varies within the project. In the "understand and engage" stage AEBR helps PPs in understanding the evolution of SME internationalization in the EU and in collecting international good practices. The AP prepares the methodology for regional stakeholder group (RSG) involvement and provides continuous coordination and helpdesk for the RSGs through the implementation.

AEBR develops a methodology for the regional status analysis and holds a training at the 2nd interregional meeting to assist PPs. The AP hosts Webinars organized for RSGs in both the analytical and action planning phase, reviews regional Applicability Reports and provides recommendations for sustainability and effectiveness of selected measures.

The AP takes care of the methods to collect and share knowledge in the "learn and share" stage, while in the "find regional solutions" stage it provides a methodology and continuous advisory support (online help desk and quality control) for Action Planning. The AP also supervises the preparation of the Regional Policy Recommendations and the finalization of Action plans.

The AP disseminates project outputs across the cross-border community in Europe.

1,472 / 1,500 characters

Partnership from

01/08/2019

Partnership until

31/07/2022






Partner 8

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Klaipėdos miesto savivaldybės administracija"/>		
	44 / 200 characters		
Name of organisation in English	<input type="text" value="Klaipėda City Municipality Administration"/>		
	41 / 200 characters		
Department/unit/division (if applicable)	<input type="text" value="Investment and Economic Department, International Relations and Economic Development division"/>		
	93 / 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="Liepų g. 11"/>		
	11 / 200 characters		
Town	<input type="text" value="Klaipėda"/>	Postal code	<input type="text" value="LT-91502"/>
	8 / 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="Klaipėdos apskritis"/>		
Legal representative	<input type="text" value="Director of Klaipėda City Municipality Administration Oleg Marinič"/>		
	66 / 200 characters		
Contact person 1	<input type="text" value="Jurgita Činauskaitė"/>		
	19 / 200 characters		
Phone office	<input type="text" value="+370 46 41 00 53"/>	Mobile (optional)	<input type="text" value="+370 663 73747"/>
	16 / 200 characters		14 / 200 characters
Email	<input type="text" value="jurgita.cinauskaite@klaipeda.lt"/>	Website (optional)	<input type="text" value="www.klaipeda.lt"/>
	31 / 200 characters		15 / 200 characters
Contact person 2 (optional)	<input type="text" value="Reda Švelniūtė"/>		
	14 / 200 characters		
Phone (optional)	<input type="text" value="+370 610 26450"/>	Email (optional)	<input type="text" value="reda.svelniute@klaipeda.lt"/>
	14 / 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="31/07/2022"/>

Partner 9

Partner role in the project	<input type="text" value="Partner"/>		
Name of organisation in original language	<input type="text" value="Sociedad para el Desarrollo de la Provincia de Burgos, (SODEBUR)"/>		
	64 / 200 characters		
Name of organisation in English	<input type="text" value="Society for the Development of the Province of Burgos. (SODEBUR)"/>		
	64 / 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="Regional public authority"/>
Address	<input type="text" value="Consulado del Mar. Paseo del Espolón, 14."/>		
	41 / 200 characters		
Town	<input type="text" value="Burgos"/>	Postal code	<input type="text" value="09003"/>
	6 / 200 characters		5 / 200 characters
Country	<input type="text" value="Spain (ESPAÑA)"/>		
NUTS 1 level	<input type="text" value="CENTRO (ES)"/>		
NUTS 2 level	<input type="text" value="Castilla y León"/>		
NUTS 3 level	<input type="text" value="Burgos"/>		
Legal representative	<input type="text" value="Ricardo Pizarro Villanueva"/>		
	27 / 200 characters		
Contact person 1	<input type="text" value="Beatriz García Val"/>		
	18 / 200 characters		
Phone office	<input type="text" value="+34 947 061929"/>	Mobile (optional)	<input type="text"/>
	14 / 200 characters		0 / 200 characters
Email	<input type="text" value="bgarcia@sodebur.es"/>	Website (optional)	<input type="text" value="https://sodebur.es"/>
	18 / 200 characters		18 / 200 characters
Contact person 2 (optional)	<input type="text"/>		
	0 / 200 characters		
Phone (optional)	<input type="text"/>	Email (optional)	<input type="text"/>
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2022"/>

B.2 Policies addressed and territorial context

Number	Name	Structural funds link	Letter of support required	Responsible Body Name	Country
1	Interreg V-A Hungary-Croatia Co-operation Programme 2014-2020	Yes	Yes	Ministry of Foreign Affairs and Trade	 HU
2	Lombardy Regional Operational Programme (ERDF ROP) 2014-2020 Co-financed by the European Regional De...	Yes	Yes	Lombardy Region, Directorate General University, Research and Open Innovation. ESF and ERDF 2014-2020 Managing Authority, EU Programming and Cohesion Policies	 IT
3	Regional Operational Programme for Podkarpackie Voivodeship 2014 – 2020	Yes	Yes	Marshall Office of the Podkarpackie Region	 PL
4	Plan Estratégico de la Provincia de Burgos 2015-2020	No	No	Society for the Development of the Province of Burgos. (SODEBUR)	 ES
5	Operational Programme for EU Structural Funds Investments for 2014-2020 – Lithuania	No	No	Klaipėda City Municipality Administration	 LT

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.

Interreg V-A Hungary-Croatia Co-operation 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.

The CBC Programme consists of 4 priority axes (PA) + TA, the total budget is 60,8 M €. Inter Ventures project activities focus on PA1: Economic Development - Enhancing the competitiveness of SMEs with 9,9603 M € (16,38%). PA1 has one SO: 1.1 Fostering value-added business cooperation between SMEs operating on different sides of the border. The sole supported activity is a special cross-border SME development scheme with overall project development and management support to foster joint product and services development of cooperating SMEs in the programme area. The scheme aims to improve the weak financial background and networking attitudes of local SMEs. The "Beneficiary Light" Grant Scheme allocates 7,6 M € to SMEs on both sides of the border. The Lead Beneficiary (LB) is the Croatian Agency: HAMAG-BICRO. The scheme was launched as a pilot initiative for direct SME support in the 2014-2020 period. Two calls have been announced so far, however, due to administrative difficulties resulting from the launch of this novel support mechanism, no grant contracts are signed yet. Overall assessment of the scheme's effectiveness is not yet possible, but it is a warning fact, that the number of SMEs applying has decreased by the 2nd call. Policy improvements are needed to improve the implementation and management of the scheme, and to overcome barriers, e.g. pre-financing conditions, and program language (Eng.) which discourage SMEs from applying.

1,464 / 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 Foreign Affairs and Trade

230 / 300 characters

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

Though the efficiency of the program cannot be evaluated in lack of grant contracts with SMEs the reduced number of project concepts submitted for the 2nd call is indicative of the shrinking attractiveness of the Scheme. Improvements are in need regarding largely interlinked aspects of the policy instrument addressed. Shortening procedures so that granted projects can be launched and implemented ASAP: Currently, the implementation is hindered by the prolonged tendering process of the lead consultant, who should support granted SMEs to develop their 2nd round application (provided by the Programme). INTER VENTURES will examine how system-level administrative procedures can be shortened to speed up contracting. Increasing the motivation and trust of the SMEs to participate in the Programme: Missing skills of SMEs, e.g. language competence or the lack/scarcity of experience in foreign markets lower the motivation. Another discouraging factor roots in no available pre-financing for SMEs. INTER VENTURES will examine how overall attractiveness of the B-LIGHT Scheme can be increased. INTER VENTURES aims to deliver recommendations regarding sectors, SME types, project activities to be supported and review assessment criteria based on outcomes of the interregional learning process. INTER VENTURES will also deliver recommendations for the post-2020 period on the preferred support mechanisms promoting the internationalisation of SMEs.

1,449 / 1,500 characters

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

Number of concepts submitted for the third call of the Scheme

61 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

cross-border

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 Programme area covers 31,085 km², 3 HU and 8 HR counties with cca. 2.1 M inhab. The area is not highly industrialised, SME activity level is below national averages. The density of SMEs is somewhat higher on the HU side, but still, SME's export incomes reach less than half of that of large companies. SMEs (HU-HR) generally lag in export activities, and only less than ¼ of them plan export activities for the future.

Main fields of SME cooperation are: winemaking, tourism services, construction industry. SME cooperation intensity is low and restricted: e.g. a HU SME operates a branch for wheat trade, logistics in HR; a HU SME for water cleaning technologies carries out tech. transfer and distribution via and to HR partners. Business fairs are organized in Osijek and Virovitica by mainly Chambers. SME internationalization suffers from lack of relevant skills, and knowledge, language competences and lack of trust.

In sum, there is room for improvement in nearly all SME policy areas. Special attention should be paid to internationalisation, access to finance.

As for the institutional framework, besides the LP Chambers and Regional Development Agencies are key players in motivating and coordinating SMEs internationalisation activities. Chamber of Baranya County is responsible for the HU-HR division of the Nat. Chamber (HU). Cca. 25 requests are received per year (50% from the border area), with issues such as starting a business, operating a branch, seeking partners, local regulations for commerce over the border. Cross-border, transnational projects contribute to more intensive exchange and cooperation, but these are unfortunately rarely sustained after the project ends.

According to the general experience in the border regions, the EU funds managed on the national level decrease the motivation for taking part in the CBC programme due to a higher rate of support, application in national language etc. HR partners are most affected after EU accession.

1,987 / 2,000 characters

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

Yes

If yes, how?

Smart Specialization Strategy of Hungary pays special attention to the innovation potentials in cross-border relations. The S3 treats the relevance of Croatia in this regards as follows: The development of cross-border economic relationships is a priority in the bilateral cooperation. Sustainable environment and tourism are highlighted as the targets of cooperation. Strengthening the cooperation in energy policy also has a key role.

436 / 500 characters

B.2.1.2 Partner relevance for policy instrument 1

Partner Relevance 1

1-LP Pannon European Grouping of Territorial Cooperation

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 EGTC has 66 members: loc. & reg. municipalities of HU, HR and SLO, Univ. of Pécs, Duna-Dráva NP. The LP aims to pull down barriers of cooperation over the border by matchmaking of partners. It is enabled to create synergies of assets&initiatives, acts as the engine to improve the cross-border SME eco-system thus promoting cross-border SME links and internationalisation is a key mission.
The HU-HR CBC Program MA is the Ministry of Foreign Affairs &Trade. The same org. but a different Sec. of State looks after EGTCs, coordinating their activities, operating forums WHERE THE LP IS ESPECIALLY ACTIVE INDIRECTLY AFFECTING THE CBC PROGRAM INITIATIVES.
Recently the LP's become highly competent to improve the selected PI as the beneficiary of a HU-HR CBC Program-financed strategic project, which aims to analyse the situation of the HU-HR border region, to produce an impact analysis of the Program and to elaborate a joint strategy document. This maximizes the LP's PI influencing capacity.

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?)

Representing over 60 actors in the border region, the LP has immense knowledge on the overall socio-economic situation, a good insight of the functioning of SME support structures, including activities of the facilitating institutions' and the implementation modalities of funding mechanisms, i.e. the B-Light Scheme. Members of the EGTC formally participate in the planning and implementation of the Programme and, the EGTC also pursues regular consultation with Programme bodies. The EGTC is active in commenting programme documents and calls, building on their knowledge of programme beneficiaries (also members of EGTC). The LP's impact on PI is considerable via the 12 county municipalities (EGTC members) which are voting members in the Monitoring Committee of the CBC Programme. The Action Plan will be elaborated by the RSG, involving 6 out of the 12 voting MC member. Through its MC members, Pannon EGTC can efficiently channel in policy recommendations, with high chances of approval.

994 / 1,000 characters

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

As the LP, Pannon EGTC ensures overall project steering, administrative and financial management, it organises the first PP meeting in Pécs. The LP takes care of the standards of project outputs and keeps the partnership motivated. Besides the LP is in charge for coordinating the RSG and the regional level action planning process. The LP will use the lessons learnt from the site visits and exchange of practices to enhance SME internationalization in cross-border relation.

477 / 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

Ministry of Foreign Affairs and Trade as the MA of the CBC Programme+ the Joint Secretariat

As members of the CBC monitoring committee (also members of Pannon EGTC):

Baranya County Government
Somogy County Government
Koprovnicna Križevci County
Medjimurje County
Osijek-Baranja County
Virovitica-Podravina County

Organisations in charge for implementing the B-Light Scheme („Heavy B"s):

HAMAG BICRO
VIDRA-Virovitica-Podravina County's Regional Development Agency
PORA Regional Development Agency of Podravina and Prigorje for promotion and implementation of development activities in Koprovnicna Križevci County
Regional Development Agency Međimurje
Regional Development Agency of Slavonia and Baranja
Entrepreneurs' Centre of Somogy County Foundation (SMVKA)
Baranya County Development Agency

SME Support organisations
Chamber of Commerce and Industry of Pécs-Baranya
Somogy Chamber of Commerce and Industry

Further local stakeholders, e.g. Nagykanizsa City Municipality.

980 / 1,000 characters

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

The Stakeholder group members are renowned players in the regional development and SME support in the HU-HR border region. They are experienced in working jointly on initiatives connected to local/interregional cooperation objectives via actions and projects.

The MA of the OP (supported also by the Joint Secretariat) will be closely following the project implementation and check the feasibility and relevance of recommendations already at site (meetings) but further direct consultation channels are also ensured. HAMAG BICRO, as the Lead of the B-Light programme is crucial RSG member to verify the proposals for change. Heavy B organizations are all supportive organizations appointed by the Programme to provide information, mentoring service and to ensure sound information flow between the Programme and the beneficiaries.

The RSG member county municipalities all have a voting representative in the Monitoring Committee of the CBC Program therefore have competence in passing on the policy recommendations of the stakeholder group. Pécs-Baranya County Chamber of Commerce (PBKIK) is a key SG member as it is responsible for managing the Hungarian -Croatian division of the Hungarian Chamber of Commerce funded in 2012.

Nagykanizsa is the seat of the Mura National Program especially successful in the promotion of SME collaborations and internationalisation, potentially contributing with good practices in SME capacity building to the project.

1,455 / 1,500 characters

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

The RSG to be led by Pannon EGTC will be involved in all stages of Inter Ventures implementation following the joint RSG involvement methodology. Additionally, they will also use their traditional ways of networking, learning, and sharing of new knowledge with the partnership and their own professional circles.

RSG members jointly decide which selected members to participate in the internal trainings at interregional meetings and at the 2 Thematic Study Visits.

Stakeholder level learning gains high significance in Inter Ventures and RSG members will participate in Webinars both for the analytical and for the action planning phase of the project (action planning workshop). AEER, as AP provides direct assistance to the RSGs all through project implementation.

The activity of stakeholders is expected to be the most intense 1.) in the situation analysis phase when they share information from their activity field and 2.) in the action planning phase where their existing and gained experience and knowledge is needed for assessing the applicability of the identified good practices of other regions, and elaborate recommendations serving the improvement of the HU-HR Programme and the B-Light Programme within.

Regional Policy Workshops involving key RSG members and key decision makers of targeted PIs will prepare and monitor "fast-track" policy improvements already before final Action Plans are delivered.

1,421 / 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.

Lombardy Regional Operational Programme (ERDF ROP) 2014-2020 Co-financed by the European Regional Development Fund (ERDF)

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.

ERDF ROP provides 970,474,516 € for regional economic growth, social development and fostering productivity. From the 6 PAs, the addressed one is PA3 Promote SME competitiveness, with 30.36% of total funding (€ 294,645,000). Supporting the strategic objective of ROP to revitalize the Region's enterprise economy, PA3 aims to maximize SME productivity and to improve SME competitiveness from the start-up stage throughout growth to consolidation by various means.

The project activities are focused on the SO3 Action 3b.1 to increase the level of internationalization of production systems by:

- Supporting export promotion projects, dedicated to SMEs and their aggregated forms on a territorial (including cross-border) or sectoral basis,
- Creating exchange opportunities between Italian and foreign entrepreneurs to attract investments and to promote trade agreements.

The main beneficiaries of these actions are SMEs (also in aggregate form, such as "network contracts", "subject networks", clusters and other structured forms of business cooperation), and public bodies.

There is a growing need of SMEs and micro-enterprises to participate in policy dialogue for the implementation of funding schemes tailored to their specific exigencies. This generates a need for improvement in the governance framework behind the OP planning and implementation. The calls are to be improved to provide more distinguished sectoral preferences towards internationalisation measures.

1,478 / 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

Lombardy Region, Directorate General University, Research and Open Innovation. ESF and ERDF 2014-2020 Managing Authority, EU Programming and Cohesion Policies

160 / 300 characters

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

LOMB - representing the interests of the region and the SMEs within - is highly motivated to achieve improvements in the targeted ROP measures. A deeper integration of regional SMEs into international business and innovation flows including the development of cross-border SME ecosystem is a key element of renewing the Region's economy. The efficiency of the PI measures promoting SME internationalization including cross-border business activity could be further improved by:

- (1) Promoting and developing projects to capacitate SMEs in the internationalization of their activities and specifically encouraging cross-border cooperation in the economic, cultural, mobility, training, and research fields;
- (2) Treating issues hindering the full use of potentials of SMEs on the Italian-Swiss border identifying factors hampering ecosystem building (important for SMEs) and addressing them in the calls related to SO3 Action 3b.1;
- (3) Elaborating on the monitoring methods to evaluate the impacts of the Lombardy ERDF ROP measures on SME internationalization with special emphasis on the development of border region SME ecosystems. Moreover, by supporting the territorialisation of policies, the PI intends to exploit the implementation of the Alpine Macro-Regional Strategy and the Cross-Border Cooperation Programme Italy-Switzerland.
- (4) Seeking a more mature governance model for involving the beneficiaries in the policy dialogues for the next programming period.

1,469 / 1,500 characters

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

No. of businesses receiving financial support

45 / 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 SBA Fact Sheet (2017) Italy's SME ecosystem scores slightly below the EU average in internationalisation, with automation formalities and the availability of information proving to be most problematic. Lombardy has put a lot of effort into the internationalisation of SMEs since 2008. Economic diversity and continued demand for regional products enabled Lombardy to remain resilient in the global recession and SMEs remained to be active in the most important industries. Several initiatives (to improve and coordinate the existing mechanisms, financial instruments) caused a positive impact on Lombardy, promoting: diversified production systems, with a high share of SMEs in high added value sectors (especially in mechatronics, LifeScience, ITC and fashion fields), strong dynamism in the field of scientific research, as demonstrated by the presence of the Joint Research Centre of Ispra, with relevance in cross-border ecosystem building. In terms of internationalization, an indicator of Lombardy SMEs is provided by Financial Time FDI Intelligence: it evaluates cross-border direct investments aimed to start new economic activities and scoring placed Lombardy in the TOP 10 regions of Europe. The actions promoted by Lombardy developed an objective of creating an integrated and systematic cross-border area, which must be able: (1) to interact and negotiate with other regional actors, according to the models of multi-level governance; (2) to pursue a path of intelligent growth; (3) to involve public entities that, due to their peripheral position in European institutional geography, are likely to remain on the sidelines of current innovation and digitization processes, which have now become essential to provide quality services to citizens and businesses. The cross-border economic cooperation initiatives promoted by Lombardy, aim to exploit synergies and complementarities of its regional production system and that of its European neighbouring regions.

1,982 / 2,000 characters

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

Yes

If yes, how?

The RIS3 of Lombardy is directly linked to the main issue of the project, it names reinforcing the presence of enterprises on international markets among the main growth engines. Line of Actions Part 2 promotes exploiting synergies and complementarities among individual businesses that enter domestic and international markets (enterprise networks).

350 / 500 characters

B.2.2.2 Partner relevance for policy instrument 2

Partner Relevance 1

2-PP Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)

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.

LOMB carries out activities and coordinates projects to support the internationalization and the promotion of Lombardy based companies abroad in cooperation with the Chambers of Commerce Lombardy and the relevant national and regional programs. It offers functions and a wide range of supportive activities to facilitate SMEs at the actual stage of their internationalization process to take the next step further. The services offered by LOMB include several types of initiatives: provision of information about calls for proposal and funding opportunities, training courses, support of experts in internationalization (contracts and protection of industrial property rights, taxation, payments, transport, customs legislation, third country certifications and contracts). It provides these free of charge (for registered companies), through the "Lombardia point" and "Info export" sites or in the context of customized meetings organized by the Chambers of Commerce of Lombardy.

980 / 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?)

PP2's PI influencing capacity is strong. Regional Unions in Italy are interlocutors of local governments, as set by LEG. DECREE 25 /11/2016, n. 219, art. 6. In light of the above Lombardy Region & Lombardy Chamber of Commerce System signed the "Agreement for Econ. Dev. & Competitiveness 2019-2023". This agreement (1st signed in 2006) constitutes a model of institutional partnership of great strategic value in the implementation of shared interventions for the competitive growth of Lombard economy, favouring project & resource convergence of other subjects on priority objectives, such as: innovation, internationalization, dev. of human capital, access to business credit, admin. simplification, environ.-al quality. PP2 stimulates & multiplies 2014-2020 ROP ERDF funds (the PI addressed), representing a starting point for Agreement objectives (p.23). The Lombardy Region MA, with the 10 Chambers of Commerce will take part in the RSG by which the PI influencing capacity of PP2 gets multiplied.

1,000 / 1,000 characters

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

LOMB coordinates regional level activities i.e. the operation of the RSG and action planning. Besides, it hosts the 4th Thematic Study Visit in Milan (2 days) for presenting and discussing Action Plans. It also organises a press conference linked to this meeting. LOMB will benefit from the site visits and thematic meetings, learning ecosystem building experiences from the partners, as the most suitable way to build a regional platform for the promotion of internationalization.

481 / 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

Lombardy Region, Central Directorate Integrated Planning, ESF and ERDF 2014- 2020 Managing Authority, EU Programming and Cohesion Policies
Chambers of commerce and other organisations in Unioncamere Lombardia (LOMB) network
Confartigianato Lombardia
Confindustria Lombardia
Padano technology Park
Joint Research Centre of Ispra

Associations:

AICE – Italian Foreign Trade Association
A.P.I. Association of Small and Medium Enterprises
AFIL - Associazione Fabbrica Intelligente Lombardia
CONFIMI APINDUSTRIA
CONFAPINDUSTRIA Lombardia

Higher education:

Politecnico di Milano
University Cattolica del Sacro Cuore

SMEs involved in internationalization:

Finlombarda S.p.a.
PoliHub
Make a Cube
ComoNEXt

701 / 1,000 characters

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

The Lombardy Region Managing Authority for EU Programming and Cohesion Policies, together with the 12 Chambers of Commerce (all being signatories of the Program Agreement for Priority Axis 3 of the ROP ERDF) will take part in the RSG. Given the high number of SMEs in the Lombardy region, the individual involvement of the 12 Chambers of Commerce seems to be essential in reaching out to a large number of SMEs, multiplying the impacts of the project. Associations of different facilitators of SME-related activities provide information on the most applicable solutions for SME needs regarding internationalization, this way fertilizing the co-working sessions seeking region-specific solutions. Padano Technology Park and Joint Research Centre of Ispra represent the new culture of cooperation on an international level, with open innovation being the fuel and the outcome of internationalization. The higher education representatives approach the SME internationalization issue from the perspective of young professionals of business and trade, with regard to the future curricula of the preparation for the 4th industrial revolution era, which largely relies on global networks of SMEs. SMEs involved are enabled to transfer first-hand experience to the RSG and will learn and understand the operational logic of the institutional system.

1,341 / 1,500 characters

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

The members listed above will actively participate in the project by joining the RSG and will greatly benefit from the project results. LOMB, the coordinator of the RSG, as a widely known and respected actor in the regional economic playground, will credibly coordinate and motivate the RSG members to follow the 2-year-long Phase 1 of the INTER VENTURES project. RSG members will learn the rules of cooperation (jointly elaborated by the partnership of INTER VENTURES) at their Kick-off Meeting. RSG members meet and co-work after all thematic project meetings. RSG members selected to participate at thematic meetings will share their experience and the new knowledge acquired. The RSG will be most active in the status analysis and the action planning phase when it provides inputs, good practices, and experience and co-work on possible solutions to improve policy measures. For these activities, the RSG will get methodological assistance from the Advisory Partner of the project via RSG Webinars. RSG members' role will also be to reach and disseminate the project's main outcomes through all the forums of the business sector at regional, national and EU level, including cooperatives, business associations and federations, consumer and retail associations, experts on regulatory issues, certification and standardization bodies, politicians, NGOs and other organizations in the field of SME internationalization (with special focus on cross-border business integration).

1,479 / 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.

Regional Operational Programme for 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.

The objective of the ERDF/ESF Regional OP, with a total budget of 2,48 billion € is to enhance the competitiveness of the Region, and to improve living conditions. The OP has 9 Priority Axes (PAs) + TA, all fostering key drivers of regional competitiveness: innovation, R&D, technology, SMEs, e-services, energy efficiency, social inclusion. The expected results (relevant for the project) is the support of 2,000 SMEs.
RRDA & CARP address PA 1 - Competitive and innovative economy. The fact that Internationalization of SMEs (with a budget of 47 M €) is a key issue is reflected in the supported activities and indicators (e.g. Enterprises presenting their international character in information and promotion).
Despite these formal OP features, the promotion of cross-border SME cooperation and SME network building is hardly detectable despite the border location of the region. This is also crucial in the light of the fact that PL-SK CBC Programme lacks SME competitiveness priorities.
The calls support new projects, investments, international promotion to improve intensity and quality of SME internationalization.
The OP disregards the full potential of SME internationalization for regional SMEs, the issue is not communicated properly and SMEs lack coordinated capacity building activities. Budget is still available for internationalization of SMEs (including cross-border cooperation) therefore the project has true relevance in the (cross-border) region.

1,469 / 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

Marshall Office of the Podkarpackie Region

42 / 300 characters

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

In Priority 1. addressing SME competitiveness, more attention is to be given to the internationalization of SMEs especially in cross-border relations. The OP still has reserves for this purpose and further calls for funding are expected in the next few years.
The policy improvements concern strategic issues and technical points linked directly to calls.
The OP appreciates the importance of internationalization in SME competitiveness but nearly ignores the cross-border potentials. The fact that the PI-SK CBC Programme has no SME related PA raises the significance of the Regional OP in this regard. INTER VENTURES project will help to work out proposals to prepare the forthcoming calls to support interventions more targeted to fostering the SMEs business environment in the border region and SME export-oriented investments.
INTER VENTURES will also answer how to generate a more intense communication of the calls related to SME internationalization in the border area of Podkarpackie Region.
INTER VENTURES promotes methodologies and schemes to enhance the facilitating conditions of border region SMEs. The project seeks the ways to expand the scope of supported activities covering cross-border clusterization and more systematic network building towards EU (Slovakia) and non-EU (Ukraine) border sections.
Based on INTER VENTURES impulses RRDA & CARP (regional and CBC entities) will be able to prepare for the next programming period in a synchronized way.

1,470 / 1,500 characters

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

Number of SMEs involved in projects aimed at SME internationalization

69 / 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?

SBA Fact Sheet for Poland suggests that SME internationalization performs only slightly under EU average, yet most indicators are under the average. Despite improvements, the “information availability remains very low, and formalities related to internationalisation remain a burden”. Naturally, performance varies by regions and by border sections. Podkarpackie Voivodeship (Rzeszów) is in the S-E of Poland. It is bordered by the Ukraine and Slovakia to the south. SMEs have excellent potentials in the region due to the (near) border location, which is exploited to a moderate degree. Podkarpackie Region hardly fulfils the role of a bridge creating opportunities for the economic development of the border area.

In recent years the most rapid growth of Polish export to EU states occurred to Slovakia (by 45%), while import from this market increased by cca. 26%. Sadly, border regions have relatively small participation in this performance (e.g. the export share of SMEs of Małopolska to Slovakia was only 3.9%).

SMEs of border areas cooperate in sectors such as wood-processing, agricultural and food production, chemical industry, devices, and machines. Tourism is also a distinguishable field of SME partnership. The weak intensity of SME internationalization and cross-border cooperation is rooted in the general level of development in private entrepreneurship, low efficiency of financial systems, weak business environment functions of cross-border cooperation.

There are good practices though: There is a high potential of improving cross-border cooperation with the AEROPOLIS Science and Technology Park operating in Rzeszów, managed by RRDA. It currently hosts more than 50 international companies with over 4,500 employees, including some from the UA and SK. This can be a basis of cluster building. Creation of common sustainable solutions between SMEs (joint promotional activities, cooperation within clusters, common infrastructure solutions, etc.) is a need in the border area.

1,998 / 2,000 characters

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

Yes

If yes, how?

Regional Innovation Strategy of the Podkarpackie Region for 2014-2020 defines PAs and strategic goals of the innovation policy in Podkarpackie Region.

RIS 3 defines internationalization, regional and trans-regional cooperation as enabling instruments of horizontal and functional importance for the development of smart specializations, requiring support.

355 / 500 characters

B.2.3.2 Partner relevance for policy instrument 3

Partner Relevance 1

3-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.

RRDA is a public non-profit institution established in 1993 by the Self-government of Podkarpackie Region - Marshall Office. RRDA is the largest organization supporting entrepreneurship in the Region. RRDA has long and comprehensive experience from implementing various projects & schemes for entrepreneurs. This experience covers developing entrepreneurship ecosystems and infrastructure, including advising on access to finance and R&D, market, facilitating technology. RRDA has thus good knowledge of approaches & methods for how to support entrepreneurs in the present financing frameworks. RRDA has implemented projects with cross-border relevance "Science and experience for business" financed by Poland - Belarus - Ukraine 2007-2013 Programme and "Support for Entrepreneurship of the Polish-Slovak Borderland" funded by the Polish-Slovakia 2007-2013 Programme. RRDA implemented more than 250 EU-funded projects with a value of nearly 500M €.

948 / 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 the unit of the Marshall Office (Managing Authority of Regional Operational Programme of the Podkarpackie Region), owned by the Office. The two organizations are jointly responsible for policy making in the Region. RRDA was established to manage regional development in many respects especially in entrepreneurship development. As part of this responsibility, RRDA has been supporting cross-border cooperation for years. It manages the AEROPOLIS Science Park, has an Investor Service Centre, generates cross-border projects and supports SME initiatives. RRDA participated in the preparation of the Regional Operation Program 2014-2020 and performs in the implementation phase too, as a member of the monitoring committee. It also contributes to the implementation of the OP (through its specialized staff members involved into many expert groups created for the implementation and evaluation of the Regional Operational Programme).

939 / 1,000 characters

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

RRDA co-works with CARP in all project activities concerning the Region, taking specific responsibilities for all thematic tasks: stakeholder relations, good practice collection and action planning. RRDA assists CARP in the organization of the Third Thematic meeting in Rzeszów. RRDA will benefit from learning and adapting measures, that can help to expand the scope of activities of business facilitating organizations by the border serving SME clusterisation and deeper SME internationalisation.

498 / 500 characters

Partner Relevance 2

4-PP Association of the Carpathian Euroregion Poland

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 Association of the Carpathian Euroregion Poland (CARP) was founded in 2000 to support institutions and environments from the Podkarpackie Voivodship in the field of international cooperation at the cross-border and EU level. The organization represents the Polish side of the Carpathian Euroregion, bringing together 61 local governments and natural persons representing scientific and non-governmental, entrepreneurial entities. CARP has 2 offices: the (1) EU Programmes Implementation Office responsible for the implementation of micro-projects in the Polish-Slovak border area and the (2) Strategy and Projects Office implementing the organization's own projects. CARP has completed a number of projects (on its own or as a partner) with a total value of approximately EUR 10 M €.

787 / 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?)

CARP is a member of an international working group cooperation for the implementation of cross-border programmes. It also fosters cooperation with regional actors such as RRDA and the Marshall Office. In the years 2011-2012 CARP, RRDA and other partners from the Polish-Slovak border area implemented the project titled "Carpathian Regional Development Agency - building common Polish-Slovak structures for joint development of the Polish-Slovak border area". As the current PI-SK CBC Programme is lacking SME priority, CARP is promoting the improvements in the Regional OP to foster SME internationalization with cross-border relevance. CARP is an active beneficiary of different programmes itself and can generate projects fostering SME competence building and networking. CARP co-works with RRDA on the policy recommendations regarding calls for proposals to increased support of cross-border initiatives for the rest of the programming period.

947 / 1,000 characters

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

CARP supports the thematic activities of RRDA in the Region. Besides it coordinates regional communication activities, implements the regional survey of SMEs for the situation analysis, and organizes the Third Thematic meeting in Rzeszów on action planning. CARP will benefit from learning and adapting measures and use the conclusions for planning and harmonizing the regional and CB SME competitiveness objectives in the forthcoming programming period.

454 / 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

Marshall Office of Podkarpackie region (Policy Maker)
Podkarpackie Science and Technology Park AEROPOLIS - Rzeszow Regional Development Agency
University of Rzeszow
Technical University in Rzeszow
University of Information Technology and Management in Rzeszow
Quality of Life Clusters
Podkarpacki Cluster IT
Aviation Valley Cluster
Podkarpackie Center of Innovation
Regional Development Agency from Presov (SK)
Presov Region from (SK)
Regional Development Agency - Svidnik (SK)

481 / 1,000 characters

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

As the Managing Authority of Regional OP of Podkarpackie Region, the Marshall Office has the highest competence to influence the contents and the management of the OP. The representatives of the Office will actively participate in continuously peer-reviewing the products of the project. Their validation competence will contribute to the efficiency of formulating policy recommendations.
Podkarpackie Science and Technology Park AEROPOLIS (Technology Incubator, Academic Pre-Incubator and Center of Investments Service) is managed by RRDA and contributes to the elaboration of initiatives for enhancing SME competences for clusterization locally & cross-border.
The Universities apply an academic approach to the project topic and provide support related to the overall impact of SME competitiveness and internationalization on regional competitiveness.
Quality of Life Cluster, Podkarpacki Cluster IT and Aviation Valley Cluster represent the most competitive sectors with the highest potentials for internationalization.
Podkarpackie Center of Innovation provides expert support in the field of the project on the regional level.
The entities have been selected considering their ability to make contributions in different fields concerning the policy tool addressed. All entities have actively participated in the elaboration of the planning strategy instruments of the Podkarpackie Region.
SK partners provide explanation for the obstacles, potentials of SME cooperation from their perspective.

1,499 / 1,500 characters

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

The Podkarpackie Region RSG coordinated by RRDA and CARP will be activated in all stages of INTER VENTURES. The operation of the RSG will follow the joint RSG methodology.
Selected RSG members will participate at interregional meetings for the internal trainings and will take part in two Thematic Study Visits.
Webinars both for the analysis and the action planning phase of the project will be organized, thus ensuring the platform for stakeholder level learning, which is of high importance in the project.
Due to the extremely useful experience and wide range of knowledge of the RSG members, their activity will be most intense (1) in the situation analysis phase where they share information from their professional areas, and (2) in the action planning phase where they contribute with experience and knowledge as well as good practices to the co-working sessions aiming to produce the main regional output of the project, the Action Plan to improve the selected OP.
Regional Policy Workshops involving key RSG members and key decision makers of targeted PIs will prepare and monitor "fast-track" policy improvements already before final Action Plans are delivered.
Additionally, RSG members will also use their traditional ways of networking, learning, and sharing of new knowledge with the partnership and their own professional circles.

1,348 / 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.

Plan Estratégico de la Provincia de Burgos 2015-2020

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.

The Burgos Strategic Plan 2015-2020 (PEBUR 1520) is the main planning document for the Province of Burgos, encouraging economic activity, enhancing quality of life, valorising human capital and boosting territorial image. PEBUR has 5 Strategic Lines: 1) Economic, 2) Connectivity, 3) Quality of Life, 4) Human Capital, 5) Image and Tourism and 2 Horizontal Lines of Competitiveness: 6) Participatory Management and 7) Territorial Sustainability. In InterVentures PP5 and PP9 will focus on the "Economic" Strategic Line, Development of the Bio-economy 5.4. Promoting innovation, transformational and commercialisation activity and greater INTERNATIONALISATION not only in the bio economy but also, e.g., in agri-food, forestry or auto parts in which the province has marked competitive advantage. Based on the program monitoring results the SMEs' export performance proved to be below expectations and potentials, which might be due to that LINE 1) ECONOMY treated SME internationalization as marginal. PEBUR has co-funded only SPORADIC INTERNATIONALIZATION ACTIONS for SMEs: participation of food services companies in the "Business Club" for trade promotion in two commerce missions abroad, a few market and digital consulting actions and a visit to an international fair. The internationalisation support policy for SMEs in the provincial strategy requires intervention on all strategic levels: from the objectives (structural problems) to the programmes and relevant SME support projects.

1,495 / 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

9-PP Society for the Development of the Provinc

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

To achieve a better performance of SMEs on international markets and in cross-border relations PEBUR is to be improved in versatile ways via the InterVentures action plan, i.e:

- 1.) RECONSIDERING THE STRATEGIC FOCUS to make it expanded, integrated, coordinated, sustainable, developing specific annual action plans for SME internationalisation in all dimensions.
- 2.) Generating and/or adapting NEW MEASURES based on good practice-based methodologies and programmes designed for international and cross-border cooperation for SMEs in general.
- 3.) GENERATING INITIATIVES AND TOOLS (actions and projects)
 - to foster international and cross-border OPEN INNOVATION SCHEMES mainly based on challenges and/or competitions for SMEs and entrepreneurs (e.g. driven by tractor manufacturing companies) in sectors that could be efficient drivers for cross-border cooperation and sectoral SME eco-system building between Burgos and Central and North Portugal border regions.
 - to enhance the competences of SMEs and their institutions to act comfortably on international markets further promoting the culture and skills of internationalisation of corporate and SME management.
4. Improving MONITORING METHODS for the programme in terms of efficacy of the internationalisation interventions in general and in cross-border relations in particular.

The action plan can also pave the way for setting a post-2020 strategy, along the above lines and will fundamentally influence its strategic focus and actions.

1,496 / 1,500 characters

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

New measures /tools/ to support SME internationalization in the PI: 4

70 / 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 province of Burgos is one of the largest in Spain. Burgos is the most industrialised province in Castilla y León with industries such as automotive manufacturing, metal-mechanics, agro-food, and bio-economy. From the province's over 31 000 companies, the major large-size and sector-leading ones are concentrated in the capital and larger cities. SMEs take a growing part in the overall economic performance and are dedicated to the transformation and new orientation of local production. Only 4 % of the companies regularly export.

Main European ground transport systems (with large logistics hubs along) cross the province, but the cross border (to Portugal) potentials for internationalization are barely used. The province of Burgos must be able to take advantage of its strategic location on the Peninsula, especially concerning the cross-border aspects of internationalisation: Portugal was only the fourth destination for exports from Castilla y León in 2017, following France, Belgium and Italy (7.4% of all exports). The main fields of cooperation are agrofood, automobiles, chemicals, cultural industries and tourism. The region is also part of the macro-region RESOE along with Galicia and the North of Portugal which fosters the creation of the Group of Logistics and Transport.

In the most recent economic recession, the region faced low production and high unemployment. SME internationalisation including invigorating cross-border economic links has been an alternative opportunity. Successive national level internationalisation plans had limited impact on the companies located outside the capital cities or urban agglomerations, which generated the need to coordinate actions from the provincial level with shared objectives with regional and national strategies (RIS 3 and Internationalisation Plans). Accordingly, strong need has arisen to foster a culture of internationalisation among SMEs as well as implement training activities related to internationalisation skills.

1,998 / 2,000 characters

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

If yes, how?

The RIS 3 of Castilla y Leon has 5 strategic objectives, the 3rd is "Improve the internationalization and the external vision of the innovation system of Castilla y Leon ". Program 3 promotes internationalization as a crucial component of the smart specialization to improve competitiveness globally, and in general. Two SOs:

- 3.1 Integrated approach to innovation and internationalization activities.
- 3.2 Increase the participation of entities of Castilla y León in programs international R + D + I

499 / 500 characters

B.2.4.2 Partner relevance for policy instrument 4

Partner Relevance 1

5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)

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 European Business and Innovation Centre of Burgos (BURG) is a non-profit organisation (est. 1994). Its partners are the City Council of Burgos, Provincial Government of Burgos and the Federation of Burgos Managers Associations. BURG is a member of the European Business and Innovation Centre Network, active in mentoring SMEs and offering them other services as incubation, SME promotion, training and internationalization of SMEs, regional development, tourism, micro-finance, social economy promotion. BURG has a broad experience, both co-ordinating and being a partner in European projects such as Bridges and ATM for SMEs (Interreg Europe), DIFASS (Erasmus+, Interreg IVC), CYBERSUDOE and CYBERSUDOE'INNOV (Interreg IVB SUDOE), FP7, Leonardo, Inter-A (Interact), and Intelligent Energy or Life and E-TIC (Regional Government of Castilla y Leon, ERDF), a project which produced a cross-border cooperation platform for SMEs from Castilla y Leon and the North of Portugal as an outcome.

991 / 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?)

BURG is permanent advisory partner of the Board of Directors of SODEBUR, which will allow BURG to directly influence the policy instrument. Besides, SODEBUR is a body belonging to the Provincial Government of Burgos, which is also a partner of BURG. The president of SODEBUR is represented in the Board of Directors of BURG. BURG has practical experience as well in internationalization EU programmes for SMEs such as AL-Invest, Asia-Invest or Pro-Invest, being an active partner in the organization of several co-operation and internationalization events for SMEs from different sectors both in the EU and America. Since the creation of SODEBUR, BURG has maintained a close collaborative relationship both in designing the successive Strategic Plans as well as in the operational or programme-related aspects and specific projects in the field of entrepreneurship, innovation and SME micro-financing, for example

912 / 1,000 characters

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

BURG coordinates the stakeholder related activities of the partnership. BURG contributes to all activities for the improvement of the selected PI. It coordinates the regional RSG and cooperates with external experts assisting some of the thematic tasks. Analysis of good practices from other regions and the adoption of the most suitable ones would be the main benefits for BURG.

380 / 500 characters

Partner Relevance 2

9-PP Society for the Development of the Province of Burgos. (SODEBUR)

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 Society for the Development of the Province of Burgos (SODEBUR) is the instrumental entity used for such purposes by the Provincial Government of Burgos and is responsible for planning and promoting the province's economic and social development. SODEBUR has actively participated in European projects by coordinating them, or being a partner related to different policies and issues of interest to the socioeconomic development of Burgos, and some national projects related to re-industrialisation and business competitiveness in several areas of the province of Burgos. SODEBUR habitually collaborates with another provincial government department aimed at the commercial promotion of the province's agrofood companies (Burgos Alimenta), leading and coordinating initiatives aimed at promoting business competitiveness, entrepreneurship, funding business projects, capturing industrial investment and creating and commercialising infrastructures and industrial land.

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?)

SODEBUR is the fully autonomous entity responsible for internationalisation policies as part of the Strategic Line aimed at economic development. SODEBUR is the OWNER of the targeted policy instrument, thus it is entitled to prepare, amend, monitor the Strategy in partnership with other organizations (RSG members). The final assessment of the plan begins several months in advance to revise and update the strategy for the next programming period, which may include reinforcing existing policies or adding new proposals. This process may involve the participation of other relevant stakeholders – including BURG - in the province and even in the region, organised as workgroups tackling new additions to policies, projects or initiatives relevant for them. The revision of the current PEBUR will begin in 2019; therefore, INTERVENTURES is coming at an appropriate time as it will be very useful for re-designing and enhancing the internationalisation policy for the province of Burgos.

989 / 1,000 characters

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

SODEBUR will look after the Thematic Study Visit, moderates action planning workshop (part of the RSG Action Planning Webinar). It is responsible for the action planning and prepares the Early Result Report. It contributes with good practices to be eventually transferred to other partners. SODEBUR will benefit from the project by the production of an independent internationalization policy open to collaboration and complementing other existing ones, which, eventually, will have a positive impact.

500 / 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

- Innovation, Financing and Internationalization Enterprise Agency of Castilla y Leon (ICE)
- Territorial delegation of the National Institute of Foreign Trade (ICEX)
- Chamber of Commerce of Burgos
- Burgos City Council
- Provincial Government of Burgos
- Federation of Burgos Businesses Associations
- Local Development Groups of Burgos province.
- Regulatory councils of denominations of origin.
- University of Burgos

423 / 1,000 characters

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

BURG will generate an active and efficient collaboration for the improvement of the OP as the RSG members have been in working relation with BURG and each other for a long time.

- Burgos City Council, Provincial Government of Burgos, Chamber of Commerce of Burgos, Federation of Burgos Businesses Associations are approaching the project topics from different perspectives equally representing local and regional SME development interests.
- Territorial delegation of the National Institute of Foreign Trade (ICEX), as representatives of the national government.
- Local Development Groups of Burgos province and Regulatory councils of denominations of origin as organizations linked to potential recipients of the policy. They will contribute to the communication and dissemination efforts
- University of Burgos, will contribute with its expertise and scientific approach
- The Entrepreneurship and Innovation Network of Castilla y Leon promoted by ICE is a collaborative working space gathering key actors of entrepreneurship, internationalization and innovation in Castilla y Leon. The members are with high competence and substantial knowledge about SME innovation and internationalization, in global and in cross-border relations too. The RSG will involve major SMEs in regular co-working with BURG.

1,306 / 1,500 characters

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

BURG (and SODEBUR), just like the entire INTER VENTURES partnership, considers the all-round involvement of the RSG essential for the efficient and fruitful project work.

One of the first steps of thematic activities is the setting up of the RSG from all over Burgos and Castilla y Leon. All members participate at the Kick-off RSG meeting and learn about the project details. The PP motivates the members for active participation at the 2 Webinars hosted by the Advisory Partner. The group will be responsible for analysing the regional state of play, identifying challenges and potential opportunities, helping to draft the Action Plan.

RSG members take part in learning and exchange of experience and good practices: Selected RSG members will participate in the study visits, sharing the knowledge at the Follow-up RSG Meetings.

The RSG members also partake in at least one professional forum or platform and take the responsibility to collect and share information for the interest of the RSG operational work.

1,015 / 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.

Operational Programme for EU Structural Funds Investments for 2014-2020 – Lithuania

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.

KEDS(2018) was prepared to activate potentials to attract investments & talent to the main port city of Lithuania by promoting eco-system building and merging in internat. flows. KEDS was initiated by Klaipeda City Municipality (with Klaipeda ID) and 5 more partners. An action plan (AP) assists the quick and efficient implementation. The AP is broken down into 7 objectives and related actions. The project objectives are relevant in the following ones:
1.3.1 To develop a friendly ecosystem for small businesses by getting SMEs join international values chains;1.4.1 To increase the capacities of Klaipėda to export...by enabling local SMEs to expand their exports in current and new markets; 3.4.3 To increase regional and internat. cooperation by getting local actors such as SMEs involved in internat. strategic projects, uniting cities of the Baltic & wider region;5.1.2 To develop cross-sectoral cooperation of bio-economy companies by promoting the participation of local companies in internat. p.ships in Scandinavia & Germany.
KEDS is up to date while having points to be improved to maximize impact on SME internationalization:

- the objective related to SME internationalization is not highlighted enough in the strategy;
- the strategy is scarce in initiatives to enhance SME internationalization,
- monitoring of international activities of SMEs is haphazard, not regular thus a system for regular monitoring of SME internationalization cannot be followed and evaluated systematically.

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)

No

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

Yes

Name of this responsible body

8-PP Klaipėda City Municipality Administration

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

Internationalization is of high relevance in West of Lithuania offering prospects for SMEs to join regional projects (e.g. in marine industries, bio-economy, blue-economy) and to reach new markets due to the port of Klaipėda and Klaipėda county (NUTSIII) bordering Latvia, and Russia (Kaliningrad) and Poland.
The Klaipeda 2030: Economic Development Strategy & Action Plan of regional scope deals with the potentials of reachable growing markets extensively while some PI improvements are indispensable to get the most out of it regarding SMEs. The following improvements are envisaged in the PI:
Structural amendment in the strategy which raises the SME internationalization on the level of objectives / sub-objectives to highlight more the role of SMEs in the local economic eco-system and to enhance even more the potentials of internationalization in the port city of Klaipeda as a business opportunity for all.
A sound monitoring system is to be worked out in the InterVentures AP, which is to be made part of the Strategy monitoring scheme. The aim is to generate more reliable data on the development of the international SME initiatives and business transactions. This data pool would serve continuous evaluation of trends thus would keep the city and other stakeholders informed to take further actions if needed.
Developing a supportive system for the SMEs (mentoring, training) in the strategy as an action to enhance their preparedness for deeper integration into international flows.

1,500 / 1,500 characters

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

Methodological guide to monitor trends in SME international activities: 1

74 / 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?

Lithuania (LT) has a small domestic market. The economic growth highly depends on SMEs exporting goods and services which are competitive internationally. Still, compared to other countries of similar size and development level, export volumes of Lithuania are small, and the positive upwards trends are not strong enough. Based on the SME factsheet, LT scores high in streamlining border-control procedures and the availability of trade info, which suggests a strong commitment to facilitating internationalisation and providing better access of SMEs to international markets. SME clusters and networks are based in strong cities (Vilnius, Klaipėda, Kaunas, Alytus). Understandably for Klaipėda boasting the largest port in the country and for Western Lithuania the main physical channel of internationalization is the SEA. In the case of Klaipėda, a port city the project topic has wider interpretation potentials compared to cities located in inland border areas. For Klaipėda the border is a water body leading to Scandinavia, Germany and other Baltic states and all the rest of the globe. These incredible market and collaboration potentials are barely used by SMEs as reported by the still poorly generated statistics. According to the available data presently 46 cluster initiatives can be identified in LT. Clusters get shaped in the economically strongest cities (Vilnius, Klaipėda, Kaunas, and Alytus), which have the densest concentration of economic entities and highest employment rate. Klaipėda region companies participate in international clusters, such as House Modernization Cluster, LNG Cluster, Lithuanian Plastic Cluster, FETEK cluster but this number lags far behind the possibilities offered by the geographical position of the city. Export from Klaipėda region (mainly via the port) is constantly growing. The export of Lith. goods was worth 2247,3 M Eur in 2016, 2584,0 M. Eur in 2017 and 3043,8 M. Eur. in 2018, while as experience suggests that SMEs' share is stagnating.

2,000 / 2,000 characters

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

Yes

If yes, how?

In the National RIS 3 of Lithuania one of the strategic goals refer to internationalization of innovative activities which concerns that of the innovative SMEs: "Increase competitiveness of Lithuanian legal entities and their opportunities for establishing in global markets – commercialization of knowledge created in the implementation of the R&D and innovation priorities as well as knowledge created in developing the R&D and innovation priority areas otherwise..."

470 / 500 characters

B.2.5.2 Partner relevance for policy instrument 5

Partner Relevance 1

6-PP Klaipėda ID

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.

Klaipėda ID is a non-profit city development agency founded by Klaipėda City Municipality. Its mission is to support SMEs with info and advice to enhance their competitiveness, international and co-working activities and to attract top-tier talents to the city and the region. Even though linked to Klaipėda, a port city by the Baltic Sea, its scope of activity covers entire West Lithuania. „Klaipėda ID“ is experienced in SME focused projects: participated in Urban Creative Poles (as a PP) financed by the Baltic Sea Region Programme. In the project, the PP coordinated communication activities. „Klaipėda ID“ (as LP) implemented the Latvia–Lithuania Cross Border Cooperation Programme project ENTERBANK. ENTERBANK “Creating a virtual business support infrastructure in the Baltic Countries” aim was to create virtual business incubator providing services to its members – business start-ups.

895 / 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?)

“Klaipėda ID” (KLAIP) was founded by Klaipėda City Municipality (KCM) and it works in close cooperation with the Administration. KLAIP as the development agency of the Municipality participated in the development process of the Klaipėda 2030 Strategy and also takes part in the implementation of the Action Plan. KLAIP is fully committed to the success of the strategy as it is responsible for the operational implementation of quite some of the actions defined in the AP. Klaipėda ID is also responsible for the monitoring of the Strategy's outcomes especially with regard to the SME activities and the indicators of the eco-system i.e. the business climate also belongs to its activity scope. KLAIP as an operational agency is analyses and evaluates the performance of local economy reporting the trends to the city regularly. Based on these reports the City can take steps to further improve the environment to improve SME international competitiveness.

957 / 1,000 characters

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

Klaipėda ID (KLAIP) will be responsible for coordinating the activities on regional level, as well as managing the project communication. On partner level, Klaipėda ID (KLAIP) will operate the RSG (organizing RSG Workshops). Additionally, Klaipėda ID (KLAIP) has 2 main tasks in terms of the Interregional learning: in Stage 2 Klaipėda ID (KLAIP) will prepare the Applicability Report on good practices in internationalisation of border region SMEs, in Stage3 elaborate the Action Plan.

487 / 500 characters

Partner Relevance 2

8-PP Klaipėda City Municipality Administration

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 mission of Klaipėda City Municipality like of all municipalities, is to take care of the community's quality of life and interests, practicing the right of self-governance, operating functions of public administration and public services. Since Klaipėda is a well-known port city of the Baltic Sea region KLAMUN carefully manages the entire maritime complex. It also strives to ensure favourable environment for investments & businesses by developing infrastructure, improving working and living conditions. Besides, Klaipėda City Municipality focuses on fields like Balanced Tourism Promotion and Development, Environmental Protection, Education Quality Assurance, Social Support and Healthcare Services Quality Improvement programs. KLAMUN aims to enhance the position of the port city among the cities of Europe and globally. The City understands that this position is added up from the success of the local enterprises, that is why it promotes SME international competitiveness too.

991 / 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?)

Klaipėda City Municipality initiated the preparation of the PI in cooperation with five other local and regional stakeholders. This cooperative approach reflects the high-level sense of duty the Municipality has towards all partners in the city. As the ultimate owner of the Policy Instrument, the City is entitled to prepare and to coordinate the implementation of the strategy as well as to monitor the results. Monitoring is essential the results forming the basis of decisions to amend and revise the Strategy in partnership with the five partners and on the condition of Assembly approval. Every year Economic Development council revises the annual plan and approves directions, these are the most appropriate occasions for the City to get and to transfer a thorough understanding of the trends in economy and to take steps to redefine the direction of development if necessary. This will also make possible to improve the Strategy based on the InterVentures Action Plan.

978 / 1,000 characters

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

Klaipėda City Municipality (KLAMUN) will be responsible for surveying the regional SMEs, and it prepares the detailed situation analyses in Stage 1. KLAMUN will host the 2nd Thematic Study Visit focusing on Governance models and support mechanisms. Lastly, it will hold the RSG Action Planning Webinar together with the knowledge partners AEBR, in the following topics: (1) Draft actions and sustainability issues proposed by 3rd Interregional Meeting; (2) Moderated action planning workshop.

492 / 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

KEDS was initiated by Klaipėda City Municipality and Klaipėda ID in cooperation with five other partners: Klaipėda State Seaport Authority (KVJUD), Klaipėda University (KU), Klaipėda Free Economic Zone Management Company, Association of Klaipėda Industrialists and Klaipėda Chamber of Commerce, Industry and Crafts who will be stakeholders in the project. Further local and regional actors will also join: Klaipėda Region Development Council, Association Klaipėda Region - (Klaipėda city, Klaipėda district, Kretinga district, Skuodas district, Silute district, Palanga town and Neringa) Klaipėda Regional Association of Industrialists, Klaipėda Science and Technology Park, Klaipėda SME Council)

699 / 1,000 characters

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

Klaipėda State Seaport Authority, Klaipėda Free Economic Zone Management Company, Klaipėda University, Klaipėda Chamber of Commerce, Industry and Crafts were initiators of the Strategy. Their representatives are in the Economic Development Council approving dev. direction, financing, annual plans & ensure political support. Strategy owners & managers also work in the Strategy implementation management group, which coordinates decision-making with the city's development council, checks strategy portfolio and priorities, solves operational issues. All RSG members already have working contact with the PPs. The Dept. of City Economy, of Urban Dev., of Economy and Strategy, promote the economic actors, such as SMEs and their facilitators. Klaipėda Regional. Dev. Council (like Assoc. Klaipėda Region) consists of representatives from 7 districts, the chairman of the Council is Klaipėda City mayor. Klaipėda Chamber of Commerce, Industry and Crafts with 230 members from Klaipėda and Taurage regions. Klaipėda Regional Assoc. of Industrialists: from their many activities the ones closest related to the project topic are: fostering contacts between Lithuanian manufacturers and their counterparts abroad, improving conditions of export-import. Klaipėda SME Council represents SME interests in the region, Klaipėda Science and Technology Park promotes the creative environment for them. Klaipėda University offers a wide variety of study programmes in different study fields some related to SMEs.

1,500 / 1,500 characters

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

KLAIP will establish its RSG as a platform for the most relevant actors from the region to harmonize visions on the future SME ecosystem, and to outline and elaborate on PI improvements. The RSG is coordinated by KLAIP. The RSG's operation is regulated by a common methodology shared at the Kickoff meeting and adjusted to the thematic works of the Inter Ventures partnership. The RSG members contribute to all project activities and provide the PP with information and creative ideas based on their special experience on and approach to SME competitiveness incl. internationalization. Selected key RSG members (e.g. Klaipėda Regional Development Council) take part in internal trainings planned at interregional meetings. RSG members also visit Webinars organised for the stakeholder level to assist first regional situation and needs analysis. Stakeholder level learning and contribution to the action planning process is ensured by follow-up RSG Meetings. The aim is to conduct critical review and applicability analysis of knowledge, good practices and experience collected for the thematic focus areas. The RSG takes part in drafting the Interventures action plan for Klaipėda via their key members at an interregional meeting and action planning workshop in the format of RSG Webinars. The RSG members have an immense role in the dissemination of the acquired knowledge and share all the experience in their professional circles.

1,437 / 1,500 characters

PART C – Project description

C.1 Brief history of the project

INTERNATIONALISATION OF SMEs is a key influencing factor of their competitiveness and the prosperity of their regions. In BORDER AREAS it offers additional potential for cooperation and new markets. Borders and peripheral position may however also hinder cross-border and international business activities, especially in less developed economies of the EU.

PANNON EGTC (LP, initiator of INTER VENTURES) aims the coordinated economic development of the HU-CR-SI border region, in line with the socio-economic goals of its members (64 local & county municipalities, a university and a national park), located in peripheral convergence regions of the 3 countries. Besides facing structural challenges, the region has negligible international economic links due to weak institutional and support systems and scarce SME skills, competences and willingness to cooperate. While policies promoting clusterisation and strengthened business collaborations at regional / national level have achieved some results (e.g. the Mura National Programme), business activities still hardly expand beyond borders.

The LP aims to exploit the opportunities of its geographic location: the peripheral position shall become a driving force for enhanced internationalisation of local SMEs, for which the border region provides an excellent “test-bed”. The LP is thus willing to get inspiration from other border regions, having relevant experience and policies related to SME internationalisation.

The Association of European Border Regions (AEBR, DE) was willing to become an Advisory Partner of the project, and helped the LP in setting up the INTER VENTURES consortium, consisting of the following Partner Regions (PRs):

- Lombardy Region (IT) - Unioncamere Lombardia (LOMB);
- Podkarpackie Region (PL) - Rzeszow Regional Development and International Cooperation Centre (RRDA) and Euroregion Karpacki (KARP);
- Autonomous Community of Castille and León (ES) - CEEI-Burgos (BURG) and Society for the Development of the Province of Burgos (SODEBUR);
- Lithuania (LT) - Klaipėda ID (KLAIP) and Klaipėda City Municipality Administration (KLAMUN).

PRs represent a wide range of border types (including EU/non-EU, Schengen/non-Schengen borders, and even a natural seaside one) as well as diverse levels of economic prosperity, providing opportunities to compare very different SME ecosystems and internationalisation potentials. Their shared ambitions include:

- Understand and exploit potentials, comparative advantages, identify key strength and capacity development needs of SMEs in various border regions;
- Explore specific opportunities and challenges of border region SMEs in their import-export activities, integration into international value chains and knowledge & information platforms, including additional potentials of cross-border SME ecosystems where relevant;
- Investigate the potential and effectiveness of governance and various support mechanisms on the internationalisation of SMEs in border regions.

2,999 / 3,000 characters

C.2 Issue addressed

According to EC’s Entrepreneurship 2020 Action Plan, MORE ENTREPRENEURS are needed to ensure growth and higher employment, and to spark regional industrial change, adaptation and self-organisation. The EU Single Market ensuring free and fair movement of goods, capital, services, and labour over a population of 522 million presents extremely high potential for internationalisation of all sorts of SMEs. Yet, only 25% of them export at all (the figure for LT, PL and IT is above, for ES it is slightly below, and for HU it is way below this average) and an even smaller part (13%) exports beyond the EU. The intensity of cross-border business relations is also diverse: SMEs of less developed regions struggle to establish business links even with neighbouring countries, while the ones in growth centres harvest the fruits of globalised businesses.

DEEPER INTEGRATION OF BORDER REGIONS is fundamental for territorial cohesion in the EU. Being in a peripheral geographical position may often (but not necessarily) lead to disadvantaged socio-economic position. Statistics prove that biggest sufferers of this phenomenon are border regions in East-Central Europe, having much more limited experience in cross-border networking and internationalisation. Their counterparts in core EU counties (esp. in DE, FR, or the Benelux states) already successfully internationalised their networks and production chains, and their SMEs are active players in EU-level and global shared services, co-creation of innovative solutions.

CROSS-BORDER SME ECOSYSTEM DEVELOPMENT is a specific form of and largely correlates with SME INTERNATIONALISATION: while the former is concentrated on a specific geographic location, representing territorial based affiliations, the latter is a network based partnership with less relevance of the location of partners. The evolution of SME ecosystems in border regions (has distinguishable stages, where traditions, shared languages, harmonized governance structures are of great advantage. Occasional cross-border cooperation of SMEs is the first step, paving the way for more structured international networking. International clusterization is a far more advanced stage of integrating business activities of SMEs’ beyond borders. Among the INTER VENTURES partner regions HU, PL (and for a certain extent: LT) regions are clearly in the initial stage, reaching a significantly lower level of economic integration, due to the low-level internationalization capacities of SMEs and the deficiencies of the institutional facilitating frameworks. IT and ES regions have more advanced SME ecosystems, but also face issues to be tackled in order to fully exploit the potentials of their border location.

INTER VENTURES REGIONS demonstrate DIVERSE RELATIVE LEVELS IN KEY PERFORMANCE DIMENSIONS of regional ecosystems (based on data provided by the Regional Ecosystem Scoreboard of the European Cluster Observatory, where +/- stands for best/worst relative performance among targeted regions):

- Entrepreneurial conditions: (+) IT/LT; (-) ES
- Knowledge basis and skills: (+) IT; (-) HU/PL
- Collaboration and internationalisation: (+) HU; (-) PL
- Access to Finance: (+) PL/IT; (-) LT
- Demand Conditions: (+) IT; (-) HU/ES
- Quality of governance: (+) LT; (-) PL

Differences in regional strengths and weaknesses ensure learning and exchange opportunities among Partners, who all realised that internationalization of SMEs in their border regions, either in an initial or a far more advanced state, deserves higher attention in relevant policies. INTER VENTURES allows for careful analysis of various regional situations (based on e.g. type of border, level of economic development) and facilitates IMPROVEMENT of REGIONAL POLICIES with simultaneous focus on (1) capacitating SMEs for internationalization and on (2) building a supportive framework (for internationalization in general, and for cross-border cooperation in particular).

3,953 / 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

As an OVERALL OBJECTIVE, INTER VENTURES aims to promote the internationalization of SMEs, thus contributing to growth and increased competitiveness of EU border regions.

INTER VENTURES is doing so by facilitating policy improvements along the following 2 SPECIFIC OBJECTIVES:

(1) ENHANCING SME'S INTERNATIONALISATION CAPACITIES: INTER VENTURES will identify success criteria and capacity development needs of SMEs' to promote their integration into international production & innovation chains and interregional value creation. Policy improvements will be identified by taking into consideration: existing and missing B2B, business-nonprofit and PPP cooperation frameworks; integration potential in regional, cross-border and international value chains; current and required SME resources (human, capital and innovation capacities); criteria for regional branding and joint marketing.

(2) IMPROVING GOVERNANCE MODELS AND SUPPORT MECHANISMS: INTER VENTURES will identify shortages and development opportunities of institutional capacities, cooperation structures and SME support schemes for boosting internationalisation in targeted border regions. Policy improvements will be identified by taking into consideration: existing and missing institutional structures for promoting SME internationalisation; ; direct and indirect SME support mechanisms; effectiveness and potential synergies of various (national, regional and cross-border)policies; influence of territorial (regional, cross-border) and sectoral (EU-level, global) cooperation networks.

As a HORIZONTAL OBJECTIVE, LONG TERM EFFECTIVENESS OF PI improvements along all 2 SOs will be ensured: INTER VENTURES aspires the selection of feasible actions leading to immediate improvement of targeted PIs, as well as establishing a long-term regional vision on SME internationalisation, providing inputs for the next EU programming period as well.

1,904 / 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.

The INTER VENTURES approach is based on the dual examination and complementary application of two thematic focus areas (in line with the 2 SOs): (1) SME's internationalisation capacities; and (2) Governance models and support mechanisms. Both areas are considered when selecting the most effective measures to improve targeted PIs, in order to achieve higher level of SME internationalization.

Phase 1 of INTER VENTURES (2 years) builds on a thorough interregional policy learning process. Its 3 stages aim the identification of potential policy improvements that can either be implemented in a "fast-track" process (thus delivering early results) or can be incorporated in Action Plans (APs) to influence the targeted PIs in Phase 2:

(1) UNDERSTAND AND ENGAGE

The project builds on a strong cooperation with stakeholders in order to effectively analyse regional SME resources, cooperation and support mechanisms; to facilitate joint thinking and collaboration of players sharing interests in SME internationalisation; and to find proper ways of influencing relevant policies. Regional Stakeholder Groups (RSG) are created in each Partner Region (PR) as platforms to harmonize visions on the future SME ecosystem of the region, and to suggest, discuss and evaluate potential PI improvements.

Internal training of PPs is planned at interregional meetings (involving selected key RSG members as well), in the following topics: (1) Evolution of border region SME ecosystems; (2) Stakeholder engagement and coordination; (3) Analysis methods in 2 thematic focus areas; (4) SME internationalisation results and good practices of European regional development and territorial cooperation programmes.

Detailed survey of regional SMEs carried out, concentrating on resources (human, capital and innovation capacities), current and aspired international activities, and main problems & challenges of international cooperation.

RSG Analysis Webinars are organised at each PR for stakeholder level learning and assisted regional situation and needs analysis (combining online lectures and Q&A sessions held by the Advisory Partner (AEBR) with on-site discussion and group work moderated by thematic internal and external experts of PPs).

The stage ends with the preparation of Situation Analysis Reports in each PR, focusing on the 2 thematic focus areas.

(2) LEARN AND SHARE

2 Thematic Study Visits are organised for all PPs and selected RSG members, on relevant good practices in the 2 thematic focus areas (one targeted by each event), combining on-the-spot presentations of hosting PPs (selected as relevant for the theme) and case study presentations of other PPs also having relevant experience. Conclusions are presented in 2 Thematic Portfolios of good practices.

Stakeholder level learning, and contribution to the action planning process is ensured by follow-up RSG Meeting in each PR, to conduct critical review and applicability analysis of knowledge, good practices and experience collected under each thematic focus area. Conclusions are included into PR level Applicability Reports.

AEBR reviews these Applicability Reports and prepares recommendations for sustainability and effectiveness of selected measures.

(3) FIND REGIONAL SOLUTIONS

All steps of action planning (reviewing situation analysis, defining feasible goals, preparing draft and detailed APs) are supported by joint methodology, continuous online help desk and quality control by AEBR.

Regional Policy Workshops implemented in each PR focus on reviewing conclusions of Applicability Reports and identifying possible "fast-track" policy improvements, involving key RSG members and key decision makers of targeted PIs. Conclusions and improvements agreed are summarised in Regional Policy Recommendations.. Implementation of these recommendations are monitored via follow-up Regional Policy Workshops, and findings are presented in Early Result Reports.

Draft APs are prepared based on (1) interregional meeting of PPs and key RSG members, reviewing applicable measures and their sustainability and long term effectiveness; and (2) assisted action planning workshop in the format of RSG Webinars (in each PR).

Draft APs are presented and discussed in a final interregional meeting of PPs and key RSG members. The process ends with preparing final APs for each PR, addressing their targeted PI, aimed to boost the internalisation of SMEs in their border regional SME ecosystems. Additional Policy Briefing Report will be delivered by each PR, including recommendations for the next EU programming period.

4,587 / 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.

INTER VENTURES involves a wide range of stakeholders in an integrated learning and co-creation process, aiming towards an improved policy framework. Communication activities are aimed at three distinct levels of stakeholders, each with specific roles and potentials in the process, and targeted by specific communication tools and engagement measures:

(1) TO REACH REGIONAL SMEs and further business sector and entrepreneurship agents, facilitating their contribution to the project with relevant information on the challenges SMEs are facing in each PR and helping PPs to better understand their key needs and aspirations concerning internationalisation (including cross-border business development, where relevant).

(2) TO INVOLVE REGIONAL STAKEHOLDERS who are able and willing to contribute to a cooperative process aimed at working out possible solutions in each PR, tailored for the respective regional circumstances.

(3) TO ENGAGE POLICY MAKERS with influencing power over the targeted PIs, to enable improvements concerning their PIs in Phase 1 (as early results) and in Phase 2 (through the successful implementation of APs).

In order to provide a roadmap for identifying who exactly needs to be reached and what messages have to be delivered, a goal-driven project level communication plan will be prepared by KLAIP (having sufficient experience with transnational project implementation and project communication), providing information on the objectives, target groups, messages, proposed activities, time plan, budget and monitoring/evaluation tools for communication actions. Through efficient project communication (proper amount and quality of information, tailored to relevant target groups) key messages along 2 Specific Objectives ('What kind of SME capacities should be developed', and 'How should the governance frameworks be improved, in order to achieve higher level of SME internationalization in the respective region') will be conveyed to the relevant stakeholders.

1,995 / 2,000 characters

Objectives	Target group	Activities
<p>To reach regional SMEs and further business sector and entrepreneurship agents, in order to gather relevant information on the challenges SMEs are facing in the respective region, concerning internationalisation, as well as better understanding their key needs and aspirations</p> <p style="text-align: right;">277 / 300 characters</p>	<p>SMEs and their associations, sectoral agencies and institutions, active in relevant areas of the sectoral portfolio of regional ecosystems, potentially benefiting from support frameworks, while facing challenges and obstacles of internationalisation of business activities and integration in international value chains. The private target group primarily consist of business partners active in PP regions, but potential external business partners are also considered as secondary targets.</p> <p style="text-align: right;">488 / 500 characters</p>	<p>Targeted communication activities:</p> <ul style="list-style-type: none"> - Animated video trailer summarizing the main idea of the project, the participating partners and their targeted policies. - Launching and updating a website hosted by Interreg Europe. Preparing and updating subpages for the project on the website of each PP. - Ensuring social media presence on Facebook by setting up an account and providing regular posts. - Publishing press releases (1 interim + 1 covering the prepared AP, in each PR). - Preparation and distribution of local language e-newsletters (1 edition per reporting period) by each PP, specifically tailored to the regional target audience of SMEs and sectoral agencies. <p>Thematic activities with communication relevance for the target group:</p> <ul style="list-style-type: none"> - Continuous coordination of RSGs, regular discussions, meetings and webinars. - Implementation of a survey of regional SMEs. <p style="text-align: right;">867 / 1,500 characters</p>



Objectives	Target group	Activities
<p>To involve regional stakeholders who are able and willing to contribute to a cooperative process aimed at working out possible solutions at each PP, tailored for the respective regional circumstances.</p> <p style="text-align: right;">200 / 300 characters</p>	<p>Public bodies, policymakers, including local and regional public authorities, managing authorities, ministries, territorial agencies and institutions, involved in the planning, development, implementation and/or monitoring of targeted PIs either as knowledge providers, consultative partners or monitoring committee members.</p> <p style="text-align: right;">324 / 500 characters</p>	<p>Targeted communication activities:</p> <ul style="list-style-type: none"> - Launching and updating a website hosted by Interreg Europe. Preparing subpages for the project on the website of each PP. - 2 representations of the project at programme events. Representing the project at 1 national dissemination event in each PR. - 1 PR article per PR targeting key stakeholders and decision makers of regional PIs. - Thematic infographics (2/PR) for stakeholder meetings, summarizing the flow and logical framework of actions and data concerning thematic focus areas. - Preparation and distribution of local language e-newsletters (1 edition per reporting period) in each PR, specifically tailored to the regional target audience of relevant public stakeholders. - Online executive summaries of Regional Policy Recommendations (1/PP) to summarise planned interim policy improvement conclusions. - 2 press conferences organized for 2 interregional meeting to disseminate objectives and results of the project, main messages and policy recommendations to public stakeholders. <p>Thematic activities with communication relevance for the target group:</p> <ul style="list-style-type: none"> - Continuous coordination of RSGs, regular discussions, meetings and webinars. - Involving key stakeholders in interregional events. - Situation Analysis Reports prepared for each PP region. - Thematic Portfolios of good practices. - PR level Applicability Reports on good practices. - APs addressing targeted PIs. <p style="text-align: right;">1,417 / 1,500 characters</p>

Objectives	Target group	Activities
<p>To engage policymakers with influencing power over the targeted PIs, to enable improvements concerning their PIs in Phase 1 (as early results) and in Phase 2 (through the successful implementation of APs).</p> <p style="text-align: right;">205 / 300 characters</p>	<p>Policy makers with influencing power over the targeted PIs include high level officials of the policy owner body, members of Monitoring Committee and other decision-making bodies, policy consultants involved in planning process and the preparation of decisions, respective for the PI and selected by each partner, e.g. head of ministerial department, managing authority, territorial administrative body, etc.</p> <p style="text-align: right;">408 / 500 characters</p>	<p>Targeted communication activities:</p> <ul style="list-style-type: none"> - 2 press conferences organized for 1st and final interregional meeting to disseminate objectives and results of the project, main messages and policy recommendations to public stakeholders. - Representing the project at 1 national dissemination event in each PR. - 1 PR article per PR targeting key stakeholders and decision makers of regional PIs. - Online executive summaries of Regional Policy Recommendations (1/PR) to summarise planned interim policy improvement conclusions. <p>Thematic activities with communication relevance for the target group:</p> <ul style="list-style-type: none"> - PP level Applicability Reports on good practices in internationalisation of border region SMEs - Regional Policy Workshops implemented in each PP region in M15, involving key RSG members and representatives of the owner of the targeted PI. - APs addressing targeted PIs, aimed to boost the internalisation of SMEs in border regional SME ecosystems. - Policy Briefing Report Reports in each PR, including recommendations for the next EU programming period <p style="text-align: right;">1,045 / 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.

Outputs and results of main stages and horizontal activities:

'UNDERSTAND AND ENGAGE' STAGE:

Methodologies (to support the analysis of SME internationalization and cross-border performance, cooperation and support mechanisms, SME ecosystems; and effective stakeholder processes) are disseminated at 2 interregional meetings including training.

RSGs are set up at each region, taking part in Analysis Webinars.

Regional Situation Analysis Reports are prepared, focusing on 2 thematic focus areas.

'LEARN AND SHARE' STAGE:

Methodology on knowledge, good practice and experience sharing helps proper preparation and implementation of Thematic Study Visits, organized around key thematic focus areas.

Their conclusions are included in Thematic Portfolios of good practices. Follow-up RSG Meeting in all PP regions conduct critical review and applicability analysis of conclusions; leading to Applicability Reports, reviewed by AEBR to formulate sustainability and effectiveness recommendations.

'FIND REGIONAL SOLUTIONS' STAGE:

Methodology underpins action planning (reviewing analysis, defining goals, preparing draft and detailed APs), with further support provided through online help desk and quality control; interregional meetings including training, discussions and review; and Action Planning Webinars.

Regional Policy Workshops prepare and monitor "fast-track" policy improvements, with achievements summarized in Early Result Reports.

As a final output, APs are prepared for each PP region, addressing their targeted PI (to be implemented and monitored during Phase 2).

COMMUNICATION OUTPUTS include: Video trailer; posters; website (hosted by Interreg Europe), PP subpages, and Facebook account – all regularly updated; participation at programme and national events; 2 press releases and 1 PR article per PP; 4 editions of regional e-newsletters; thematic infographics; 2 press conferences combined with interregional meetings.

PROJECT MANAGEMENT OUTPUTS: Project Coordination Teams (PCTs) and Steering Group (SG) set up with regular meetings; Financial and Project Management Guide and SG Rules of Procedures are prepared, internal financial monitoring and budget revisions are implemented; PP and project level reports are prepared.

EXPECTED RESULTS: In order to develop eco-systems that can facilitate the delivery of production and innovation chains across national borders, INTER VENTURES will potentially support:

Policy measures to promote the gradual internationalisation of SMEs (including cross-border cooperation, networks, clusters, production and service chain integration, etc.) and to eliminate legal/regulatory, administrative and institutional barriers;

Governance models and supportive measures fostering cross-border and international integration of SMEs (including production, service, commercial and project-based development co-operation), regional branding, alternative financing schemes;

Recognition of values in cross-border and international SME cooperation.

2,999 / 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 166% of policy instruments addressed with structural funds link		5
Number of other policy instruments addressed by the project where measures inspired by the project will be implemented 0% of policy instruments addressed with structural funds link		0
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)		13,000,000
Estimated amount of other funds influenced (in EUR)		0
Policies	Self-defined performance indicators	Target
Policy 1	Number of concepts submitted for the third call of the Scheme	30
Policy 2	No. of businesses receiving financial support	9,393
Policy 3	Number of SMEs involved in projects aimed at SME internationalization	8
Policy 4	New measures /tools/ to support SME internationalization in the PI: 4	1
Policy 5	Methodological guide to monitor trends in SME international activities: 1	5

Output indicators	Target
Number of policy learning events organised	36
Number of good practices identified	15
Number of people with increased professional capacity due to their participation in interregional cooperation activities	50
Number of action plans developed	5
Number of appearances in media (e.g. press)	14
Average number of sessions at the project pages per reporting period	550

C.6.3 Innovative character

INTER VENTURES' main novelty lies in the following features:

- A dual focus on SME capacity development requirements and facilitating governance frameworks;
- Treating cross-border SME eco-system building as a specific form of SME internationalization
- Targeting regional and cross-border PIs relevant to SME internationalisation and paying attention to their potential synergies;
- Joining various pro-SME institutions (EGTC, Euroregion, development agency, chamber) with specific influences and complementary experience concerning cross-border/interregional SME PIs;
- Tailor-made solutions for SMEs of different border region types.

Distinguishing from transnational projects:

- KISS ME is the only one among running and completed IE projects in Priority 2. targeting SME's in border regions. However, it has a narrower thematic focus on innovation activities of SMEs in cross-border areas and targets mainly EGTCs as PPs and only CBC programmes as PIs. Also, it is not considering external and natural EU border types. Still, KISS ME and INTER VENTURES PPs are vital sources of experience for each other.
- GROW RUP is focusing on innovation potential in far-off, non-continental EU locations, facing specific challenges.
- Other projects focusing on SME internationalisation are not specialised on border regions, but may also be vital sources of information in better understanding key internationalisation factors: Innova Foster, SCALE(up)ALPS, INNOGROW: start-ups; EIS, KETGATE: regional business support systems; StarDust, TESLA, DA-SPACE, MedLab: research & innovation; ALPClusters 2020, A.D.C.: clusterization; Inside Out EU: global commerce; Rural SMEs: rural areas; ACCELERATOR: SME financing.
- Sector-specific SME internationalisation projects can add specific knowledge to INTER VENTURES in the following business sectors: SOCENT SPAs: social innovation; RuralGrowth, CANTATA2: tourism; AGROINNOECO: agrifood sector.

1,935 / 2,000 characters

C.6.4 Durability of results

The plausibility of APs is a key for being endorsed and implemented, which will be achieved through a smartly organized planning exercise spanning over the 3 stages of INTER VENTURES, involving relevant regional stakeholders into RSG meetings, webinars, policy workshops, as well as interregional events. This enables actors to identify PI improvements and direct projects and initiatives to better serve SME internationalisation and thus economic prosperity of border regions. The continuous involvement of public bodies responsible for/and supporting the preparation and implementation of PIs (public authorities, MAs, advisory bodies) will ensure that they gain a deeper understanding and get committed to project objectives, to be manifested in actual PI improvements. APs will nominate responsible persons/bodies and sources of financing for each activity planned.

The institutional learning process helps participating organizations to develop competencies in preparing, designing, implementing, monitoring and evaluating policies which will also have a long-term effect.

RSGs themselves have a multiplier role, as members will mediate the knowledge gained towards their own sectors and communities. RSGs, as horizontal networks are expected to continue their cooperation beyond the project's lifetime as PPP platforms, facilitating stakeholders to promote the further growth, competitiveness and quality of interactions in border region SME eco-systems.

In line with the horizontal SO3 of the project, draft APs will be reviewed for feasibility. Also, specific activities will be incorporated, to provide inputs for the next EU programming period, in order to sustain the long-term regional visions on SME internationalisation.

Results will be disseminated through regional, national and European networks of PPs and stakeholders, keeping the targeted issues on the agenda of policy owners while channelling good practices to the Policy Platform will ensure long-term access to findings.

1,998 / 2,000 characters

C.7 Horizontal principles

	Type of contribution	Description of the contribution
Sustainable development	Neutral	<p>INTER VENTURES has explicit positive effects on job creation and overall regional prosperity, leading to long-term social and economic sustainability.</p> <p>Co-creation activities involving a wide array of stakeholders will lead to enhanced public-private partnerships in targeted regions, resulting in more sustainable, cooperation based policy development processes. By involving both public and private actors, a broad economic scope will be covered, with a positive effect on inhabitants.</p> <p>Cross-border SME initiatives promote resource efficiency, therefore, contribute to the sustainable operation of business entities.</p> <p>By improving the business position of SMEs in border regions, the retention potential of these areas will be increased.</p> <p style="text-align: right;">742 / 1,000 characters</p>
Equal opportunities and non-discrimination	Neutral	<p>INTER VENTURES has positive effects on local living standards and general welfare, and, by increasing regional demand for employees, will allow for better accessibility to the labour market, for all vulnerable social groups, as well as those with disadvantageous labour market position (people with low qualification, young people, women, elderly).</p> <p>Venues of project events will be accessible for people with disabilities. Online communication and information provision will also be tailored to meet web accessibility requirements. In RSG meetings partners will investigate the ways how the PIs in focus could improve equal opportunities and non-discrimination, as potential door openers towards niche markets, recruitment base and increased creativity.</p> <p style="text-align: right;">754 / 1,000 characters</p>
Equality between men and women	Neutral	<p>A specific effort to understand and improve the criteria of gender equality in entrepreneurship will be incorporated into the survey of regional SMEs: these will investigate the particular challenges and setback of female entrepreneurs. Recommendations of improving the internationalisation capacity of female entrepreneurs will be summarised in regional Situation Analysis Reports, to be later used for action planning.</p> <p>Partners will investigate the potential arising from increased gender equality and APs will reflect on the findings.</p> <p>Additionally, PPs will be encouraged to achieve an equal representation of men and women in SG, local PCTs and RSGs. This recommendation will be laid down in the methodologies regulating the operation of these groups.</p> <p style="text-align: right;">757 / 1,000 characters</p>
Digital agenda for Europe	Neutral	<p>The general focus of INTER VENTURES is positive towards new ICT services and online technologies. It promotes innovative services and products and skill development of business partners on adopting and using new technologies (e.g. ICT based production and services, online marketing and sales networks, big data analysis) in developing, positioning, and marketing their services and networks beyond their region.</p> <p>In addition, 21st-century technologies and online tools (e.g. social media, animated video trailer, infographics, online meetings and webinars) will play a crucial role in the project communication, stakeholder engagement activities, interregional cooperation and knowledge exchange.</p> <p style="text-align: right;">698 / 1,000 characters</p>

C.8 Project management

C.8.1 Management arrangements

The smooth interaction of the interregional partnership requires clear and efficient management structures to avoid conflicts and problems arising from poor cooperation. Therefore, strong coordination and leadership are required from the LP to meet such challenges. Thanks to its experience gained through the implementation of the SHARE Interreg Europe project as PP, and through development, networking and implementation of numerous other CBC and national initiatives, Pannon EGTC is properly positioned and equipped to undertake LP responsibilities and to coordinate the interregional consortium. LP will appoint a full-time project manager, proficient in English and having the relevant experience and capacity to be the overall coordinator of the project. She/he will be supported by a financial and a communication manager, an external project management consultant, and a team of internal and external thematic experts having relevant knowledge and experience in managing interregional partnerships.

All PPs will establish partner level PCTs (local project coordinator, local financial assistant and thematic experts).

As the premier decision-making body of the project, a Steering Group (SG) will be formed to ensure that the objectives of the project are fulfilled, core indicators are met and the project is implemented in line with approved application documents and programme requirements. Each partner will delegate one member to SG. SG will meet regularly in each semester, 4 times during Phase 1, to discuss the progress of project implementation and to define further steps. Rules of Procedures for SG will be developed by LP and agreed on at the Kick-off Meeting. As a general rule, all decisions shall be taken by consensus, where each PP has one vote. If no consensus can be reached, a simple majority voting is used.

Everyday operation and contact among PPs will be organized via teleworking tools (email, Skype, Google Docs, Dropbox) coordinated by LP's project manager.

The LP will prepare a Financial and Project Management Guide supporting management, administrative and reporting activities of PCTs (including case studies and examples) in a user-friendly, concise format, regulating both the setup and operation of project management structures, clearly describing PPs' responsibilities and division of tasks. This guide will be presented to PPs at the Kick-off Meeting, along with an interactive training session dedicated to reporting and financial issues, to set the basis for the proper project and financial management later on.

Interregional project meetings will be duly prepared and structured by the LP, in cooperation with the host PP. Online meetings will be prepared by the LP and AEBR (the latter hosting these online events). Preparation of all meetings include a detailed agenda (including points to be discussed, presenters and time frames) and will be followed up by meeting minutes (including decisions taken, responsibilities and deadlines). Moderation/facilitation of meetings will be managed by the hosting PP.

Overall thematic coordination of project implementation will be the task of AEBR, building on its interdisciplinary structure and professionals, and its network of external experts, in close cooperation with LP's highly skilled project management team. The role of AEBR will be threefold: (1) developing thematic procedures and methodologies; (2) providing internal training; (3) providing help desk, continuous thematic coordination and quality control.

3,521 / 4,000 characters

C.8.2 Project coordinator

Will project management be externalised?

C.8.3 Finance manager

Will financial management be externalised?

C.8.4 Communication manager

Will communication management be externalised?

PART D – Work plan

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

Semester 1

a) Exchange of experience

The interregional learning process is implemented through 3 interlinked and partially overlapping stages, with a dedicated coordinator appointed for each: Stage 1: Understand and engage (SEMESTER1-2, AEBR); S2: Learn and share (SEM2-3, BURG); S3: Find regional solutions (SEM3-4, AEBR).

Stage 1 activities in SEM1 start with a preparation a methodology by AEBR for effective stakeholder coordination and engagement of key policymakers. Conclusions of the the stakeholder methodology is presented and discussed in a training held by AEBR at the 1st Interregional Meeting in Pécs (organised by LP in M3, as a 2-day event for Project Coordination Teams (PCTs) of PPs, combined with Kick-off Meeting and press conference).

PPs start setting up their Regional Stakeholder Groups (RSGs) in M3 (coordinated by BURG, like all stakeholder-related tasks), by contacting and informing potential partners, preparing and maintaining a database, and providing coordination throughout the implementation. Kick-off RSG Meetings are implemented in M4 in each partner region (PR), to (1) inform stakeholders on objectives and process of the project; to (2) disseminate learnings on the evolution of border region SME ecosystems, and to (3) select participants of forthcoming interregional events.

In the meantime, AEBR prepares a regional analysis methodology aimed at 2 thematic focus areas, i.e. (1) assessment of SMEs' capacities for internationalisation; (2) assessment of governance models and support schemes for SME internationalisation. The methodology will be disseminated to PPs in an internal training during the 2nd (Online) Interregional Meeting in M5 (hosted online by AEBR), a 1-day event for PCTs and regional stakeholders willing to join. The event also includes a presentation and discussion on SME internationalisation results and good practices of European regional development and territorial cooperation programmes.

The implementation of the survey of regional SMEs starts in M5 at each PR (to be concluded in SEM2). The survey concentrates on human, capital and innovation capacity resources, current and aspired international activities, and main problems & challenges of international business cooperation. The results will be used for the preparation of detailed situation analysis by each PP in SEM2.

RSG Analysis Webinars are also implemented at each PR, over the course of 2 months, starting in M6 (to be completed in M7, in SEM2). These events include a moderated regional situation and needs analysis event for RSG members, combining online lectures and Q&A sessions held by AEBR and on-site discussion and group work moderated by internal and external experts of PPs.

2,687 / 3,000 characters

b) Communication and dissemination

Communication activities, coordinated by KLAIP, start with a communication and knowledge sharing plan prepared in M2-3, on responsibilities, procedures, timing and templates.

Online presence is initiated in M2: A website hosted by the programme is set up, while subpages are also prepared on PP websites, as well as a Facebook account. Each of these surfaces are updated with regular posts presenting general information, events, progress and results throughout Phase 1.

A press conference is organized by LP for the 1st Interregional Meeting in M3, to disseminate objectives and initial messages to stakeholders, through consequent press appearances.

A ca. 3-minutes animated video trailer is prepared by KLAIP in M4-5, with EN and local language subtitles, summarizing the main idea, the partners, their targeted policies and envisaged outcomes. KLAIP also coordinates the preparation of bilingual posters at each PP (in EN and in PP languages), based on the predefined layout and requirements, adapted, translated, printed and displayed by each PP in M4-5.

The 1st of 4 editions of local language e-newsletters are prepared and distributed in each PR in M6, specifically tailored to the regional target audience of relevant stakeholders of regional SME ecosystems. Newsletters will be presented on PP websites and distributed to interested regional partners.

1,365 / 1,500 characters

c) Project management

The first few months are crucial for proper administrative inauguration of the project processes. LP oversees all project management activities, ensuring that INTER VENTURES commences smoothly with all PPs being fully aware of their roles and responsibilities.

SG is set up in M1, consisting of delegated representatives of PPs, as the main decision-making body of the partnership,

LP develops a Financial and Project Management Guide (FPMG) supporting management and administration, and Rules of Procedures (RoP) for SG, all to be presented and jointly accepted during the 1st Interregional Meeting in M3.

In M1, parallel to signing the Subsidy Contract with the MA and Partnership Agreement among PPs, PCTs are established at LP and each PP, consisting of: local project coordinator (or project manager at LP); local financial coordinator (or financial manager at LP); and additionally a thematic expert (in case of BURG and KLAIP, both hosting Thematic Study Visits).

FLCs are appointed or contracted at each PP by M3.

The key administrative event in the startup phase of the project is the Kick-off Meeting, organised back-to-back with the 1st Interregional Meeting at LP in M3, introducing the partnership, project management and administrative procedures; discussing detailed work plan; agreeing on timing and task allocation of further interregional events; and sharing initial ambitions.

A SG Meeting is also implemented linked to the 1st Interregional Meeting.

1,475 / 1,500 characters

Main Outputs

EXCHANGE OF EXPERIENCE:

- methodology on stakeholder coordination
- 1st Interregional Meeting with training
- 5 RSGs set up
- 5 Kick-off RSG Meetings
- methodology on regional analysis
- 2nd Interregional Meeting (online) with training
- 5 Situation Analysis Reports including regional surveys of SMEs

COMMUNICATION:

- Communication and knowledge sharing plan
- Animated video trailer
- 7 bilingual posters
- project website
- 7 PP subpages
- Facebook account
- at least 2 updates at project and PP websites and on Facebook account
- press conference
- 5 e-newsletters

PROJECT MANAGEMENT:

- Signed Subsidy Contract, Partnership Agreement
- SG & 7 PCTs set up
- 7 FLCs appointed
- FPMG, RoP
- Kick-off and SG Meeting (linked to 1st Interregional Meeting)

756 / 1,000 characters

Semester 2

a) Exchange of experience

The thematic process of SEM2 includes the continuation and conclusion of Stage 1 activities, as well as launching Stage 2 of the process.

The implementation of RSG Analysis Webinars at each PR (started in M6) lasts until M7, reviewing results of the survey of regional SMEs and its concluding its implications on the regional situation analysis. The survey itself (started in M5) is prepared by M8, concluding Stage 1 with the preparation of detailed Situation Analysis Reports prepared for each PR. These will provide a sound basis for identification and reviewing the applicability of potential good practices to achieve short and long-term improvements in the regional policy frameworks.

Stage 2 is initiated by AEBR preparing a methodology in M7-8 on collecting and sharing knowledge, good practices and experience at 2 Thematic Study Visits, each specialised in a thematic focus area. AEBR also suggests relevant cases and practices to be presented in the Study Visits by PPs, based on the Situation Analysis Reports.

The 1st Thematic Study Visit is organised in Burgos in M9 by SODEBUR, as a 2-day event for PCTs and approx. 3 stakeholders from each PP. The program includes on-the-spot presentations of SODEBUR and BURG as well as case study presentations of other PPs concerning relevant good practices in the 1st thematic focus area ("SMEs' capacities for internationalisation"), followed by discussion to evaluate the effectiveness and applicability of the practices.

After the event, SODEBUR prepares the 1st Thematic Portfolio of good practices in internationalisation of border region SMEs, focusing on the 1st thematic focus area (SME's internationalisation capacities) in M9-10. Follow-up RSG Meetings are organised at each PR in M10, to enable stakeholder level learning and contribution to the action planning process. RSGs conduct a critical review and applicability analysis of knowledge, good practices and experience collected in the 1st Thematic Portfolio, and their conclusions will be included into regional Applicability Reports (to be prepared in SEM3).

The 2nd Thematic Study Visit in Klaipeda is hosted by KLAMUN, and implemented in M12, as a similar event to the one in Burgos (considering length and participants), but targeted at the 2nd thematic focus area (Governance models and support schemes for SME internationalisation), and including on-the-spot presentations of KLAMUN and KLAIP and case study presentations of other PPs relevant to the theme, followed by discussion about the effectiveness and applicability of presented practices.

2,579 / 3,000 characters

b) Communication and dissemination

Communication activities, coordinated by KLAIP, continue with the preparation of 2 thematic infographics by each PR in M9 and M12 (1st infographic is created for the Follow-up RSG Meetings organised after the 1st Thematic Study Visit in M10). Infographics summarise the flow and logical framework of actions and data, and thematic findings of regional analysis, good practice collection and action planning. The electronic form of the documents will be used on project and PP websites and social media accounts.

The 2nd of 4 editions of local language e-newsletters are prepared and distributed in each PR in M11, specifically tailored to the regional target audience of relevant stakeholders of regional SME ecosystems. Newsletters will be presented on PP websites and distributed to interested regional partners.

In M12, AEBR and each PR publishes an interim press release about achievements of the 1st year of the project, selected good practices to be applied in the region, and introducing local stakeholders involved in the process.

Online presence is sustained throughout SEM2 by regular posts on events, progress and results, on project and PP websites and Facebook account.

LP participates in 1 programme event, while another PP represents the project at 1 national dissemination event in the course of SEM2.

1,321 / 1,500 characters

c) Project management

LP oversees all project management activities in SEM2, providing control and coordination over regional level activities of other PPs and their PCTs.

One SG Meeting is implemented linked to the 1st Thematic Study Visit in M9, ensuring that members of the main decision making body of the partnership meet in person at least once in every semester.

Each PP prepares its Progress Reports for SEM1 in M7-9. The project level Progress Report for SEM1 is delivered by LP in M10, based on the validated results and expenditures of PP level reports. LP supports partner level reporting through adapted guidelines highlighting the most relevant items of programme documents, and frequent bilateral discussions with local PCTs. LP also implements the first of 2 internal financial monitoring and budget revision sessions in M9-10, based on analysis of documents and online consultation with PPs, to ensure proper administration of activities and expenditures.

953 / 1,500 characters

Main Outputs

EXCHANGE OF EXPERIENCE:

- 5 RSG Analysis Webinars
- 5 Situation Analysis Reports including regional surveys of SMEs
- knowledge sharing methodology
- 1st Thematic Study Visit
- 2nd Thematic Study Visit
- 1st Thematic portfolio
- 5 Follow-up RSG Meetings

COMMUNICATION:

- 10 thematic infographics (1st infographics will be for the Follow-up RSG Meetings in each region(1 copy each))
- 5 e-newsletters
- 6 press releases
- regular updates of project and PP websites, Facebook account (at least 2 updates per surface)
- 2 participations at programme and national dissemination events (1+1)

PROJECT MANAGEMENT:

- 7 PCTs in operation
- SG Meeting
- 7 PP level Progress Reports
- Project level Progress Report
- Internal financial monitoring and budget revision session

767 / 1,000 characters

Semester 3

a) Exchange of experience

Thematic activities of Stage 2 are continued from SEM2 until mid-SEM3, while those of Stage 3 are launched at the beginning of SEM3, to be concluded at the end of Phase 1.

KLAIIP prepares the 2nd Thematic Portfolio of good practices in internationalisation of border region SMEs, focusing on the theme of the 2nd Thematic Study Tour (Governance models and support schemes for SME internationalisation).

Applicability Reports are prepared by each PR in M14, based on the Thematic Portfolios and the conclusions of the Follow-up RSG Meeting implemented after the 1st Thematic Study Visit, and include potentially applicable good practices for the respective region in both thematic focus areas. Stage 1 is concluded by AEBR, reviewing all regional Applicability Reports in M14-15, and preparing recommendations for the sustainability and effectiveness of the selected measures.

At the beginning of Stage 3, AEBR prepares an overall methodology for all stages of action planning (reviewing situation analysis, matching regional need with findings of applicability reports, defining feasible goals, preparing draft and detailed action plans) in M13-14, to be presented and discussed with PPs at the 3rd Interregional Meeting in M17. AEBR also supports action planning with continuous advisory services (online help desk and quality control) throughout SEM3-4.

Regional Policy Workshops are implemented in each PR in M15, involving key RSG members and representatives of the owner of the targeted PI, to inform them on the process, discuss aspirations, review applicable good practices of the regional Applicability Report, and identify potential interim policy improvements. The conclusions are summarized in Regional Policy Recommendations in M16, ensuring early results in the improvement of the targeted PIs (potentially type 1 or type 2 improvements: influencing new project/calls; improving governance/monitoring), and to provide inputs for the Action Plans (APs).

The 3rd Interregional Meeting in Rzeszow is hosted by CARP in M17 (2-day event for PCTs and approx. 2 stakeholders from each PP). The Meeting includes internal training by AEBR and moderated discussion of PPs, on the following topics: (1) Methodology for the action planning process; (2) Sustainability and effectiveness of selected regional measures on SME internationalisation; (3) Brainstorming session on potential regional actions. The Meeting will prepare proposals for RSG Action Planning Webinars in SEM4.

The preparation of draft APs starts in M18 (presented under SEM4).

2,553 / 3,000 characters

b) Communication and dissemination

Communication activities, coordinated by KLAIIP, continue with the preparation of online executive summaries of Regional Policy Recommendations in each PR in M16, to summarise the planned interim policy improvement conclusions of their respective Regional Policy Workshops implemented in M15, and to be used to inform regional policy makers in e-newsletter, website and electronic correspondence.

The 3rd of 4 editions of local language e-newsletters are prepared and distributed in each PR in M17, specifically tailored to the regional target audience of relevant stakeholders of regional SME ecosystems. Newsletters will be presented on PP websites and distributed to interested regional partners.

Online presence is sustained throughout SEM2 by regular posts on events, progress and results, on project and PP websites and Facebook account.

845 / 1,500 characters

c) Project management

LP oversees all project management activities in SEM3, providing control and coordination over local coordination activities of other PPs and their PCTs.

One SG Meeting is implemented linked to the 3rd Interregional Meeting in M17, ensuring that members of the main decision-making body of the partnership meet in person at least once in every semester.

Each PP prepares its Progress Reports for SEM2 in M13-15. The project level Progress Report for SEM2 is delivered by LP in M16, based on the validated results and expenditures of PP level reports. LP supports partner level reporting through frequent bilateral discussions with local PCTs.

646 / 1,500 characters

Main Outputs

EXCHANGE OF EXPERIENCE:

- 2nd Thematic portfolio
- 5 Applicability Reports
- 5 Regional Policy Workshops
- 5 Regional Policy Recommendations
- 3rd Interregional Meeting

COMMUNICATION:

- 5 online executive summaries of Regional Policy Recommendations
- 5 e-newsletters
- regular updates of project and PP websites, Facebook account (at least 2 updates per surface)

PROJECT MANAGEMENT:

- 7 PCTs in operation
- SG Meeting
- 7 PP level Progress Reports
- Project level Progress Report

484 / 1,000 characters

DRAFT

Semester 4

a) Exchange of experience

SEM4 is the final part of the thematic process of INTER VENTURES, including the second half of Stage 3 activities.

The preparation of draft APs in each PR is started in the last month of SEM3 and lasts until M22. These draft documents, aimed to boost internalisation of SMEs in the respective border regional SME ecosystem of PPs, addressing their targeted PIs, are to be presented and discussed at the 4th Interregional Meeting in M23, but parallel events and services are in place to help the action planning process:

- The overall action planning methodology prepared by AEBR in SEM3 describes all stages of the process, including the review of situation analysis, matching the regional needs with findings of the respective Applicability Report, the definition of feasible goals and the preparation of draft and detailed APs.
- AEBR maintains its continuous advisory services (online help desk and quality control) until the end of Phase 1.
- RSG Action Planning Webinars are implemented in each PR, held by the respective PP and AEBR in M19-20, in the following topics: (1) Draft actions and sustainability issues proposed by 3rd Interregional Meeting; (2) Moderated action planning workshop. The events follow the format applied earlier for RSG Analysis Webinars (combining online lectures and Q&A sessions held by AEBR and on-site discussion and group work moderated by thematic internal and external experts of PPs). The conclusions of the Webinars will be included into the draft APs.
- Regional Policy Workshops are also organised in each PR in M21, involving key RSG members and representatives of the owner of the targeted PI. The main focus of these discussions is on monitoring the implementation of Regional Policy Recommendations prepared by the previous round of Regional Policy Workshops in SEM3, but the experience will provide valuable inputs for the tuning of Aps as well. Policy improvements implemented in Phase 1 in each PR are presented in Early Result Reports in M22.

The 4th (and final) Interregional Meeting is organised in Milan in M23 by LOMB, as a 2 day event for PCTs and approx. 2 stakeholders from each PP. The Meeting focuses on presenting and discussing draft APs of all PRs. The event also includes a press conference, presenting the draft APs, and the Policy Briefing Report prepared by each PR in the same month, including recommendations for the next EU programming period.

Following up on the discussion with fellow PPs, each Action Plan is finalised in the last 2 months of the process (M23-24) in each PR, to be implemented and monitored during Phase 2 of INTER VENTURES.

2,619 / 3,000 characters

b) Communication and dissemination

Communication activities, coordinated by KLAIP, continue with the preparation of a ca. 3-minutes video briefing in M22-23, with EN commentary and local language subtitles, summarizing early results achieved in improving targeted PIs, as well as a briefing on further policy development initiatives included in the regional Action Plans.

The 4th (and final) edition of local language e-newsletters are prepared and distributed in each PR in M23, specifically tailored to the regional target audience of relevant stakeholders of regional SME ecosystems. Newsletters will be presented on PP websites and distributed to interested regional partners.

A press conferences is organized during the 4th Interregional Meeting in M23, to disseminate thematic conclusions and final Action Plans through consequent press appearances. In M24, AEBR and each PR publish a closing press release as well, about their finalized regional Action Plan, early results achieved in Phase1 and introducing local stakeholders determined to contribute to Phase 2.

Online presence is sustained throughout SEM4 by regular posts on events, progress and results, on project and PP websites and Facebook account.

1,183 / 1,500 characters

c) Project management

LP oversees all project management activities in SEM4, providing control and coordination over local coordination activities of other PPs and their PCTs.

One SG Meeting is implemented linked to the 4th Interregional Meeting in M23, ensuring that members of the main decision-making body of the partnership meet in person at least once in every semester.

Each PP prepares its Progress Reports for SEM3 in M19-21. The project level Progress Report for SEM3 is delivered by LP in M22, based on the validated results and expenditures of PP level reports. LP supports partner level reporting through frequent bilateral discussions with local PCTs. LP also implements the second internal financial monitoring and budget revision session in M20-21, based on analysis of documents and online consultation with PPs, to ensure proper administration of activities and expenditures.

873 / 1,500 characters

Main Outputs

EXCHANGE OF EXPERIENCE:

- 5 RSG Action Planning Webinars
- 5 Regional Policy Workshops
- 5 Policy Briefing Reports
- 4th Interregional Meeting
- 5 (final) Action Plans

COMMUNICATION:

- video briefing
- 5 e-newsletters
- press conference
- 6 press releases
- regular updates at project and PP websites, Facebook account (at least 2 updates per surface)

PROJECT MANAGEMENT:

- 7 PCTs in operation
- SG Meeting
- 7 PP level Progress Reports
- Project level Progress Report
- Internal financial monitoring and budget revision session

532 / 1,000 characters

D.2 PHASE 2 - Detailed work plan per period

Semester 5

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 6

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 Pannon European Grouping of Territorial Cooperation	15,000	113,714	17,057	5,775	131,235	0	85,000	0	367,781
2-PP Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)	0	121,158	18,173	5,755	49,065	0	0	0	194,151
3-PP Rzeszow Regional Development Agency	0	71,610	10,741	4,670	8,535	0	0	0	95,556
4-PP Association of the Carpathian Euroregion Poland	0	56,140	8,421	4,670	23,099	0	0	0	92,330
5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)	0	117,978	17,696	6,355	21,077	0	0	0	163,106
6-PP Klaipėda ID	0	82,614	12,392	6,025	33,443	0	0	0	134,474
7-AP Association of European Border Regions (AEBR)	0	147,987	22,198	7,075	5,455	0	0	0	182,715
8-PP Klaipėda City Municipality Administration	0	37,084	5,562	5,925	15,280	0	0	0	63,851
9-PP Society for the Development of the Province of Burgos. (SODEBUR)	0	59,148	8,872	5,875	13,700	0	0	0	87,595
	1.09 %	58.44 %	8.77 %	3.77 %	21.78 %	0.00 %	6.15 %	0.00 %	
Total	15,000	807,433	121,112	52,125	300,889	0	85,000	0	1,381,559

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	Project and/or financial and/or communication management	Project management: 1- Fee of expert contribution to the prep. of FPMG (M1-2); 2- Fee of project man. expert supporting project level day-to-day admin. and fin. man. activities of LP, partner coord., man. of project changes, support in prep., impl. and follow-up of SG meetings (M1-24); 3- Fee of quality control expert sup. the prep. of PP level PRs to FLC for each period of Phase1 (M7-24), 4- Fee of quality control expert sup. the prep. of project PRs to JS for each period of Phase1 (M9-24)	1-LP Pannon European Grouping of Territorial Cooperation	100,000

495 / 500 characters

2	Publication and dissemination costs	<p>1: Cost of translation of the English subtitles into local language subtitle, concerning the animated video trailer (M5), and the animated video briefing (M23-24)</p> <p>2: Cost of graphic design and printing of a bilingual project poster (1 copy)</p> <p>3: Cost of graphic design and editing of e-newsletters (M6,11 17,23) and the online executive sum. of Reg. Policy Recomm. (M16)</p> <p>4: Graphic design and printing cost for the preparation of 3 them. infographics (3 copies in A2) for 2 stakeholder workshops (M9, 12)</p> <p style="text-align: right;">500 / 500 characters</p>	1-LP Pannon European Grouping of Territorial Cooperation	3,356
3	Meeting costs: partner meeting	<p>Stage 2 (M3): Organizing and hosting cost for the 1st Interregional Meeting in Pécs, combined with Kick-off Meeting and press conference (room rental, technical facilities, instalment, catering), for approx. 21 PCT members representing all partners.</p> <p style="text-align: right;">250 / 500 characters</p>	1-LP Pannon European Grouping of Territorial Cooperation	6,000
4	Meeting costs: stakeholder group	<p>Provision of catering of the 0,75 day Kick-off RSG Meeting for ~15 pp (M4), 0,75 day Follow-up RSG Meeting after the 1st Thematic Study Visit for ~15 pp (M10), 2 Regional Policy Workshops for ~15 pp (M15, M21), 0,75 day 2nd (Online) Interregional Meeting for ~8 pp (M5),</p> <p>Fee of interpreter & cost of catering of the 0,75 day RSG Analysis Webinar for ~15 pp (M6-7) and the 0,75 day RSG Action Planning Webinar for ~15 pp (M19-20).</p> <p style="text-align: right;">426 / 500 characters</p>	1-LP Pannon European Grouping of Territorial Cooperation	3,904
5	External support for the exchange of experience process, in particular the development of the regional action plan	<p>Stage 1: Fee of thematic expert supporting (1) the survey of regional SMEs; (2) the preparation of detailed regional situation analysis (M5-8), Stage 2: (3) the preparation of the regional Applicability Report on good practices in internationalisation of border region SMEs, based on the conclusions of Follow-up RSG Meetings (M11-14), Stage 3: (4) supporting the preparation of the draft Action Plan addressing the targeted policy, to be presented and discussed at 4th Interregional Meeting in M23</p> <p style="text-align: right;">499 / 500 characters</p>	1-LP Pannon European Grouping of Territorial Cooperation	12,900
6	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Stage 2: Travel and 2 nights accomm. costs for 3 selected stakeholders to take part in the 1st Them. Study V. in Burgos (M9). Travel and 2 nights accomm. costs for 3 selected stakeholders to take part in the 2nd Them. Study V. in Klaipeda (M12)</p> <p>Stage 3: Travel and 2 nights accomm. costs for 2 selected stakeholders to take part in the 3rd Inter. Meeting in Rzeszow (M17). Travel and 2 nights accomm. costs for 2 selected stakeholders to take part in the 4th Inter. Meeting in Milan (M23)</p> <p style="text-align: right;">489 / 500 characters</p>	1-LP Pannon European Grouping of Territorial Cooperation	5,075
7	FLC costs	<p>Project management (M8, 14, 20): Fee of First Level Control (FLC) body to be paid by LOMB for the validation of partner level progress reports.</p> <p style="text-align: right;">143 / 500 characters</p>	2-PP Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)	1,650

8	Publication and dissemination costs	<p>1: Cost of translation of the English subtitles into local language subtitle, concerning the animated video trailer (M5), and the animated video briefing (M23-24)</p> <p>2: Cost of graphic design and printing of a bilingual project poster (1 copy)</p> <p>3: Cost of graphic design and editing of e-newsletters (M6,11 17,23) and the online executive sum. of Reg. Policy Recomm. (M16)</p> <p>4: Graphic design and printing cost for the preparation of 3 them. infographics (3 copies in A2) for 2 stakeholder workshops (M9,12)</p> <p style="text-align: right;">500 / 500 characters</p>	2-PP Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)	5,513
9	Meeting costs: stakeholder group	<p>Provision of catering of the 0,75 day Kick-off RSG Meeting for ~15 pp (M4), 0,75 day Follow-up RSG Meeting after the 1st Thematic Study Visit for ~15 pp (M10), 2 Regional Policy Workshops for ~15 pp (M15,M21), 0,75 day 2nd (Online) Interregional Meeting for ~8 pp (M5),</p> <p>Fee of interpreter & cost of catering of the 0,75 day RSG Analysis Webinar for ~15 pp (M6-7) and the 0,75 day RSG Action Planning Webinar for ~15 pp (M19-20).</p> <p style="text-align: right;">426 / 500 characters</p>	2-PP Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)	7,027
10	External support for the exchange of experience process, in particular the development of the regional action plan	<p>Stage 1: Fee of thematic expert supporting (1) the survey of regional SMEs; (2) the preparation of detailed regional situation analysis (M5-8), Stage 2: (3) the preparation of the regional Applicability Report on good practices in internationalisation of border region SMEs, based on the conclusions of Follow-up RSG Meetings (M11-14), Stage 3: (4) supporting the preparation of the draft Action Plan addressing the targeted policy, to be presented and discussed at 4th Interregional Meeting in M23</p> <p style="text-align: right;">499 / 500 characters</p>	2-PP Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)	21,200
11	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Stage 2: Travel and 2 nights accom. costs for 3 selected stakeholders to take part in the 1st Them. Study V. in Burgos (M9). Travel and 2 nights accom. costs for 3 selected stakeholders to take part in the 2nd Them. Study V. in Klaipeda (M12)</p> <p>Stage 3: Travel and 2 nights accom. costs for 2 selected stakeholders to take part in the 3rd Inter. Meeting in Rzeszow (M17).</p> <p style="text-align: right;">373 / 500 characters</p>	2-PP Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)	4,375
12	Meeting costs: partner meeting	<p>Stage 3 (M23): Organizing and hosting cost for the 4th Interregional Meeting in Milan, including press conference (room rental, technical facilities, installment, catering), for approx. 21 PCT members and 12 stakeholders representing all partners.</p> <p style="text-align: right;">248 / 500 characters</p>	2-PP Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)	9,300



13	Meeting costs: stakeholder group	<p>Provision of catering of the 0,75 day Kick-off RSG Meeting for ~15 pp (M4), 0,75 day Follow-up RSG Meetings after the 1st Thematic Study Visit for ~15 pp (M10), 2 Regional Policy Workshops for ~15 pp (M15,M21), 0,75 day 2nd (Online) Interregional Meeting for ~8 pp (M5), Fee of interpreter&cost of catering of the 0,75 day RSG Analysis Webinar for ~15 pp (M6-7) and the 0,75 day RSG Action Planning Webinar for ~15 pp (M19-20).</p> <p style="text-align: right;">427 / 500 characters</p>	3-PP Rzeszow Regional Development Agency	4,685
14	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Stage 2: Travel and 2 nights accomm. costs for 3 selected stakeholders to take part in the 1st Them. Study V. in Burgos (M9). Travel and 2 nights accomm. costs for 3 selected stakeholders to take part in the 2nd Them. Study V. in Klaipeda (M12)</p> <p>Stage 3: Travel and 2 nights accomm. costs for 2 selected stakeholders to take part in the 4th Inter. Meeting in Milan (M23)</p> <p style="text-align: right;">369 / 500 characters</p>	3-PP Rzeszow Regional Development Agency	3,850
15	Publication and dissemination costs	<p>1: Cost of translation of the English subtitles into local language subtitle,concerning the animated video trailer (M5),and the animated video briefing (M23-24) 2: Cost of graphic design and printing of a bilingual project poster (1 copy) 3: Cost of graphic design and editing of e-newsletters (M6,11 17,23) and the online executive sum. of Reg.Policy Recomm.(M16) 4: Graphic design and printing cost for the preparation of 3 them. infographics (3 copies in A2) for 2 stakeholder workshops (M9, 12)</p> <p style="text-align: right;">500 / 500 characters</p>	4-PP Association of the Carpathian Euroregion Poland	4,780
16	External support for the exchange of experience process, in particular the development of the regional action plan	<p>Stage 1 (M5-8): Fee of thematic expert supporting (1) the survey of regional SMEs concentrating on resources (human, capital and innovation capacities), current and aspired international activities, and main problems & challenges of international business cooperation; and (2) the preparation of detailed regional situation analysis.</p> <p style="text-align: right;">334 / 500 characters</p>	4-PP Association of the Carpathian Euroregion Poland	7,000

17	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Stage 2: Travel and 2 nights accomm. costs for 3 selected stakeholders to take part in the 1st Them. Study V. in Burgos (M9). Travel and 2 nights accomm. costs for 3 selected stakeholders to take part in the 2nd Them. Study V. in Klaipeda (M12)</p> <p>Stage 3: Travel and 2 nights accomm. costs for 2 selected stakeholders to take part in the 4th Inter. Meeting in Milan (M23)</p> <p style="text-align: right;">369 / 500 characters</p>	4-PP Association of the Carpathian Euroregion Poland	4,119
18	Meeting costs: partner meeting	<p>Stage 3 (M17): Organizing and hosting cost for the 3rd Interregional Meeting in Rzeszow (room rental, technical facilities, installment, catering), for approx. 21 PCT members and 12 stakeholders representing all partners.</p> <p style="text-align: right;">222 / 500 characters</p>	4-PP Association of the Carpathian Euroregion Poland	7,200
19	FLC costs	<p>Project management (M8, 14, 20): Fee of First Level Control (FLC) body to be paid by BURG for the validation of partner level progress reports.</p> <p style="text-align: right;">143 / 500 characters</p>	5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)	4,500
20	Publication and dissemination costs	<p>1: Cost of translation of the English subtitles into local language subtitle, concerning the animated video trailer (M5), and the animated video briefing (M23-24)</p> <p>2: Cost of graphic design and printing of a bilingual project poster (1 copy)</p> <p>3: Cost of graphic design and editing of e-newsletters (M6, 11, 17, 23) and the online executive sum. of Reg. Policy Recomm. (M16)</p> <p>4: Graphic design and printing cost for the preparation of 3 them. infographics (3 copies in A2) for 2 stakeholder workshops (M9, 12)</p> <p style="text-align: right;">500 / 500 characters</p>	5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)	3,453
21	Meeting costs: stakeholder group	<p>Provision of catering of the 0,75 day Kick-off RSG Meeting for ~15 pp (M4), 0,75 day Follow-up RSG Meeting after the 1st Thematic Study Visit for ~15 pp (M10), 2 Regional Policy Workshops for ~15 pp (M15, M21), 0,75 day 2nd (Online) Interregional Meeting for ~8 pp (M5),</p> <p>Fee of interpreter & cost of catering of the 0,75 day RSG Analysis Webinar for ~15 pp (M6-7) and the 0,75 day RSG Action Planning Webinar for ~15 pp (M19-20)</p> <p style="text-align: right;">425 / 500 characters</p>	5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)	4,813
22	External support for the exchange of experience process, in particular the development of the regional action plan	<p>Stage 1: Fee of thematic expert supporting (1) the survey of regional SMEs; (2) the preparation of detailed regional situation analysis (M5-8), Stage 2: (3) the preparation of the regional Applicability Report on good practices in internationalisation of border region SMEs, based on the conclusions of Follow-up RSG Meetings (M11-14)</p> <p style="text-align: right;">335 / 500 characters</p>	5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)	4,686

23	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Stage 2: Travel and 2 nights accom. costs for 3 selected stakeholders to take part in the 2nd Them. Study V. in Klaipeda (M12)</p> <p>Stage 3: Travel and 2 nights accomm. costs for 2 selected stakeholders to take part in the 3rd Inter. Meeting in Rzeszow (M17). Travel and 2 nights accomm. costs for 2 selected stakeholders to take part in the 4th Inter. Meeting in Milan (M23)</p> <p style="text-align: right;">371 / 500 characters</p>	5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)	3,625
24	FLC costs	<p>Project management (M8, 14, 20): Fee of First Level Control (FLC) body to be paid by KLAIP for the validation of partner level progress reports.</p> <p style="text-align: right;">145 / 500 characters</p>	6-PP Klaipėda ID	1,650
25	Project and/or financial and/or communication management	<p>Communication (M2-3): Fee of communication expert supporting the preparation of communication and knowledge sharing plan including responsibilities, procedures, timing and templates to be used by the partnership, throughout the implementation.</p> <p style="text-align: right;">243 / 500 characters</p>	6-PP Klaipėda ID	4,000
26	Publication and dissemination costs	<p>1-Fee of visual expert&animator supp. the prep. of an animated video trailer with EN subt (M4-5) 2-Fee of visual expert&animator supp. the prep. of an animated video briefing with EN commentary-M23-24 3-Cost of graphic design&print of a bilingual project poster (1 copy), based on predefined layout (M4-5)&preparation.of 3 them. infographics (3 copies in A2)-M9,12 4-Cost of graphic design&editing of e-newsletters developed by KLAIP (M6,11 17,23)&online executive sum. of Reg. Policy Recomm.-M16</p> <p style="text-align: right;">496 / 500 characters</p>	6-PP Klaipėda ID	14,794
27	Meeting costs: stakeholder group	<p>Provision of catering of the 0,75 day Kick-off RSG Meeting for ~15 pp (M4), 0,75 day Follow-up RSG Meeting after the 1st Thematic Study Visit for ~15 pp (M10), 2 Regional Policy Workshops for ~15 pp (M15,M21), 0,75 day 2nd (Online) Interregional Meeting for ~8 pp (M5), Fee of interpreter&cost of catering of the 0,75 day RSG Analysis Webinar for ~15 pp (M6-7)</p> <p style="text-align: right;">361 / 500 characters</p>	6-PP Klaipėda ID	2,624
28	External support for the exchange of experience process, in particular the development of the regional action plan	<p>Stage 2: (3) the preparation of the regional Applicability Report on good practices in internationalisation of border region SMEs, based on the conclusions of Follow-up RSG Meetings (M11-14), Stage 3: (4) supporting the preparation of the draft Action Plan addressing the targeted policy, to be presented and discussed at 4th Interregional Meeting in M23</p> <p style="text-align: right;">354 / 500 characters</p>	6-PP Klaipėda ID	6,350
29	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Stage 2: Travel and 2 nights accomm. costs for 3 selected stakeholders to take part in the 1st Them. Study V. in Burgos (M9).</p> <p>Stage 3: Travel and 2 nights accomm. costs for 2 selected stakeholders to take part in the 3rd Inter. Meeting in Rzeszow (M17). Travel and 2 nights accomm. costs for 2 selected stakeholders to take part in the 4th Inter. Meeting in Milan (M23)</p> <p style="text-align: right;">371 / 500 characters</p>	6-PP Klaipėda ID	4,025

30	FLC costs	Project management (M8, 14, 20): Fee of First Level Control (FLC) body to be paid by AEBR for the validation of partner level progress reports. 143 / 500 characters	7-AP Association of European Border Regions (AEBR)	3,900
31	Publication and dissemination costs	Communication (M4-5): Cost of graphic design and printing of a bilingual project poster (1 copy), based on predefined layout, in accordance with programme requirements. 168 / 500 characters	7-AP Association of European Border Regions (AEBR)	1,555
32	FLC costs	Project management (M8, 14, 20): Fee of First Level Control (FLC) body to be paid by KLAIP for the validation of partner level progress reports. 144 / 500 characters	8-PP Klaipėda City Municipality Administration	1,650
33	External support for the exchange of experience process, in particular the development of the regional action plan	Stage 1: Fee of thematic expert supporting (1) the survey of regional SMEs; (2) the preparation of detailed regional situation analysis (M5-8) 143 / 500 characters	8-PP Klaipėda City Municipality Administration	6,350
34	Meeting costs: partner meeting	Stage 2 (M12): Organizing and hosting cost for the 2nd Thematic Study Visit in Klaipėda (room rental, technical facilities, installment, catering), for approx. 21 PCT members and 18 stakeholders representing all partners. 221 / 500 characters	8-PP Klaipėda City Municipality Administration	6,000
35	Meeting costs: stakeholder group	Stage 3 (M19-20): Fee of interpreter, and cost of catering for approximately 15 participants of the 0,75 day RSG Action Planning Webinar. 138 / 500 characters	8-PP Klaipėda City Municipality Administration	1,280
36	FLC costs	Project management (M8, 14, 20): Fee of First Level Control (FLC) body to be paid by KLAIP for the validation of partner level progress reports. 145 / 500 characters	9-PP Society for the Development of the Province of Burgos. (SODEBUR)	4,500
37	Meeting costs: partner meeting	Stage 2 (M9): Organizing and hosting cost for the 1st Thematic Study Visit in Burgos (room rental, technical facilities, installment, catering), for approx. 21 PCT members and 18 stakeholders representing all partners. 219 / 500 characters	9-PP Society for the Development of the Province of Burgos. (SODEBUR)	8,100
38	External support for the exchange of experience process, in particular the development of the regional action plan	Stage 3 (M15-M23): supporting the preparation of the draft Action Plan addressing the targeted policy, to be presented and discussed at 4th Interregional Meeting in M23 169 / 500 characters	9-PP Society for the Development of the Province of Burgos. (SODEBUR)	1,100
Total				300,889.00

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 Pannon European Grouping of Territorial Cooperation	HU	367,781.00	312,613.85	85.00 %	0.00	55,167.15	0.00	55,167.15
2-PP Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)	IT	194,151.00	165,028.35	85.00 %	0.00	29,122.65	0.00	29,122.65
3-PP Rzeszow Regional Development Agency	PL	95,556.00	81,222.60	85.00 %	0.00	14,333.40	0.00	14,333.40
4-PP Association of the Carpathian Euroregion Poland	PL	92,330.00	78,480.50	85.00 %	0.00	0.00	13,849.50	13,849.50
5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)	ES	163,106.00	138,640.10	85.00 %	0.00	24,465.90	0.00	24,465.90
6-PP Klaipėda ID	LT	134,474.00	114,302.90	85.00 %	0.00	20,171.10	0.00	20,171.10
7-AP Association of European Border Regions (AEBR)	DE	182,715.00	137,036.25	75.00 %	0.00	0.00	45,678.75	45,678.75
8-PP Klaipėda City Municipality Administration	LT	63,851.00	54,273.35	85.00 %	0.00	9,577.65	0.00	9,577.65
9-PP Society for the Development of the Province of Burgos. (SODEBUR)	ES	87,595.00	74,455.75	85.00 %	0.00	13,139.25	0.00	13,139.25
Total		1,381,559.00	1,156,053.65		0.00	165,977.10	59,528.25	225,505.35

E.5 Spending plan

Phase 1						
Partner	Preparation	Semester 1	Semester 2	Semester 3	Semester 4	Total
1-LP Pannon European Grouping of Territorial Cooperation	15,000	52,169	64,351	68,899	82,362	282,781.00
2-PP Union of the Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy (Unioncamere Lombardia)	0	32,920	45,262	54,307	61,662	194,151.00
3-PP Rzeszow Regional Development Agency	0	14,814	21,802	28,042	30,898	95,556.00
4-PP Association of the Carpathian Euroregion Poland	0	17,651	24,334	28,165	22,180	92,330.00
5-PP European Business and Innovation Centre of Burgos (CEEI-Burgos)	0	29,850	41,849	50,806	40,601	163,106.00
6-PP Klaipėda ID	0	31,812	27,263	36,176	39,223	134,474.00
7-AP Association of European Border Regions (AEBR)	0	33,522	45,076	58,203	45,914	182,715.00
8-PP Klaipėda City Municipality Administration	0	13,999	20,910	14,504	14,438	63,851.00
9-PP Society for the Development of the Province of Burgos. (SODEBUR)	0	12,779	24,680	25,338	24,798	87,595.00
Total	15,000.00	239,516.00	315,527.00	364,440.00	362,076.00	1,296,559.00
% of Total (programme financed partners only)	1.09 %	17.34 %	22.84 %	26.38 %	26.21 %	100.00 %

Phase 2	
Phase 2 lump sum	85,000.00