Interreg Europe
European Union | European Regional Development Fund

PART A – Project summary

A.1 Project identification

Project title

PUblic authorities Role Enhancing COmpetitiveness of SMeS

57 / 300 characters

Project acronym

PURE COSMOS

11 / 22 characters

Name of the lead partner organisation in English

Municipality of Genoa

Specific objective

2.1. Improving SMEs competitiveness policies

Project duration

Phase 1	Duration	36 Months	Start date	01/04/2016	End date	31/03/2019
Phase 2	Duration	24 Months	Start date	01/04/2019	End date	31/03/2021

Total No. months 60

A.2 Project abstract

PURE COSMOS brings together two of the big challenges facing the EU: the need to stimulate and support SMEs and the need to reduce the weight of public administration.

So PURE COSMOS aims to improve the effectiveness of public support for SMEs by 15%, cutting costs by 10% and improving quality by 20%. We will develop highly integrated approaches to deliver these improvements and we will especially target entrepreneurs aged 25-40.

We will improve regional policies through innovative new projects and by improving governance so that the different stakeholders can agree common solutions. We will do this by:
* analysing partners' plans through peer review,
* identifying good practices that will improve these plans, studying them through Study Visits, importing them via special workshops and Regional Action Plans.
We will closely involve SMEs in the work

The project's main outputs will benefit SMEs, especially young entrepreneurs. They are:
* New projects to implement advanced services such as e-payments tools, One Stop Shop, "digital by default" models, digital-skills support
* Improved governance through IT administrative solutions, regional legislation review, simplifying and speed up the launching of new businesses calls.
All Action Plans will be prepared using intense cooperation between the key decision-makers (horizontal cooperation) and between the city and the MAs (vertical cooperation). The project will also work closely with the IE Policy Learning Platform.

1,497 / 2,000 characters

A.3 Project budget summary

Programme funding	Amount	Funding rate (%)	National Contributions				Total budget	
			Public co-financing	Private co-financing	Total co-financing			
ERDF	1,545,789.60	85.00 %	272,786.40	0.00	272,786.40		Total eligible to ERDF	1,818,576.00
Norway	0.00	0.00 %	0.00	0.00	0.00		Total Norway	0.00
INTERREG Europe	1,545,789.60	85.00 %	272,786.40	0.00	272,786.40		Total INTERREG Europe	1,818,576.00
							Other funding	0.00
							Grand Total	1,818,576.00

A.4 Overview of project partners

Number	Organisation	Country	Partner budget		
			ERDF	National	Total
1	Municipality of Genoa	IT	320,551.15	56,567.85	377,119.00
2	Municipality of Florence	IT	168,871.20	29,800.80	198,672.00
3	Hajdú-Bihar County Government	HU	143,820.00	25,380.00	169,200.00
4	Development Bank of Saxony-Anhalt	DE	256,700.00	45,300.00	302,000.00
5	Birmingham City Council	UK	290,275.00	51,225.00	341,500.00

Number	Organisation	Country	Partner budget		
			ERDF	National	Total
6	Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	EL	129,030.00	22,770.00	151,800.00
7	Ústí Region	CZ	ERDF 103,657.50	National 18,292.50	Total 121,950.00
8	Regional Government of Extremadura	ES	ERDF 132,884.75	National 23,450.25	Total 156,335.00

Number	Organisation	Country	Partner budget		
			ERDF	National	Total
	Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	EL	129,030.00	22,770.00	151,800.00

Lead partner confirmation

By signing 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.

Name of signing person	Giovanni Librici
	16 / 300 characters
Position of signing person	Director
	8 / 300 characters
Lead partner's organisation	Municipality of Genoa
Place & date (dd/mm/yyyy)	Genoa 31 July 2015
	18 / 300 characters
Signature and stamp of lead partner (if exists)	

PART B – Partnership

B.1 Partner's details

Partner 1

Partner role in the project	Lead partner
Name of organisation in original language	Comune di Genova

16 / 200 characters

Name of organisation in English	Municipality of Genoa

21 / 200 characters

Department/unit/division (if applicable)	Financial department

20 / 200 characters

Legal status	Public body or body governed by public law	Type of partner	Local public authority

Address	Via Garibaldi, 9

16 / 200 characters

Town	Genoa	Postal code	16100

5 / 200 characters   5 / 200 characters

Country	Italy (ITALIA)
NUTS 1 level	NORD-OVEST
NUTS 2 level	Liguria
NUTS 3 level	Genova
Legal representative	Giovanni Librici

16 / 200 characters

Contact person 1	Enrica Spotti

13 / 200 characters

Phone office	+390105572485	Mobile	+393383543612

13 / 200 characters   13 / 200 characters

Email	espotti@comune.genova.it	Website	http://www.comune.genova.it

27 / 200 characters

Contact person 2 (optional)	Giovanni Librici

16 / 200 characters

Phone	+390105572209	Email	glibrici@comune.genova.it

13 / 200 characters   25 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

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Partner 2

Partner role in the project	Partner
Name of organisation in original language	Comune di Firenze

17 / 200 characters

Name of organisation in English	Municipality of Florence

24 / 200 characters

Department/unit/division (if applicable)	Economic Activities and Tourism Department

42 / 200 characters

Legal status	Public body or body governed by public law	**Type of partner**	Local public authority
Address	Piazza Artom 17-18		

18 / 200 characters

Town	Florence	**Postal code**	50127

8 / 200 characters   5 / 200 characters

Country	Italy (ITALIA)
NUTS 1 level	CENTRO (IT)
NUTS 2 level	Toscana
NUTS 3 level	Firenze
Legal representative	Lucia De Siervo

15 / 200 characters

Contact person 1	Veronica Nenci

14 / 200 characters

Phone office	+390553283671	**Mobile**	

13 / 200 characters   0 / 200 characters

Email	veronica.nenci@comune.fi.it	**Website**	http://wwww.comune.fi.it

24 / 200 characters

Contact person 2 (optional)	Mrs Lucia de Siervo

19 / 200 characters

Phone	+390553283505	**Email**	lucia.desiervo@comune.fi.it

13 / 200 characters   27 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

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Control number: d516b13671a4179d9b7b458a6ebdeb92

Partner 3

Partner role in the project	Partner
Name of organisation in original language	Hajdú-Bihar Megyei Önkormányzat
	31 / 200 characters
Name of organisation in English	Hajdú-Bihar County Government
	29 / 200 characters
Department/unit/division (if applicable)	Department of Development, Planning and Strategy
	48 / 200 characters

Legal status	Public body or body governed by public law	**Type of partner**	Regional public authority
Address	Piac u. 54.		
	11 / 200 characters		
Town	Debrecen	**Postal code**	4025
	8 / 200 characters		4 / 200 characters
Country	Hungary (MAGYARORSZÁG)		
NUTS 1 level	ALFÖLD ÉS ÉSZAK		
NUTS 2 level	Észak-Alföld		
NUTS 3 level	Hajdú-Bihar		
Legal representative	Zoltan Pajna		
	12 / 200 characters		
Contact person 1	Melinda MÁTRAI		
	14 / 200 characters		
Phone office	+36 52 501 006	**Mobile**	+36 30 207 25 09
	14 / 200 characters		16 / 200 characters
Email	melinda.matrai@hbmo.hu	**Website**	www.hbmo.hu
			11 / 200 characters
Contact person 2 (optional)	András Ibrányi		
	14 / 200 characters		
Phone	+36-30-986-8013	**Email**	ibranyi.andras@hbmo.hu
	15 / 200 characters		22 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		

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Partner 4

Partner role in the project	Partner
Name of organisation in original language	Investitionsbank Sachsen-Anhalt, Anstalt der Norddeutschen Landesbank Girozentrale

82 / 200 characters

Name of organisation in English	Development Bank of Saxony-Anhalt

33 / 200 characters

Department/unit/division (if applicable)	

0 / 200 characters

Legal status	Public body or body governed by public law	Type of partner	Infrastructure and public service provider

Address	Domplatz 12

11 / 200 characters

Town	Magdeburg	Postal code	39104

9 / 200 characters   5 / 200 characters

Country	Germany (DEUTSCHLAND)
NUTS 1 level	SACHSEN-ANHALT
NUTS 2 level	Sachsen-Anhalt
NUTS 3 level	Magdeburg, Kreisfreie Stadt
Legal representative	Manfred Maas

12 / 200 characters

Contact person 1	Claudia Zott

12 / 200 characters

Phone office	+493915898380	Mobile	

13 / 200 characters   0 / 200 characters

Email	Claudia.zott@ib-lsa.de	Website	www.ib-lsa.de

13 / 200 characters

Contact person 2 (optional)	Sabine Eling-Saalmann

21 / 200 characters

Phone	+493915898381	Email	Sabine.eling-saalmann@ib-lsa.de

13 / 200 characters   31 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

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Partner 5

Partner role in the project	Partner
Name of organisation in original language	Birmingham City Council
	23 / 200 characters
Name of organisation in English	Birmingham City Council
	23 / 200 characters
Department/unit/division (if applicable)	Digital Birmingham
	18 / 200 characters

Legal status	Public body or body governed by public law	**Type of partner**	Local public authority
Address	1 Lancaster Circus, PO Box 16136		
			32 / 200 characters

Town	Birmingham	**Postal code**	B2 2WD
	10 / 200 characters		6 / 200 characters

Country	United Kingdom (UNITED KINGDOM)
NUTS 1 level	WEST MIDLANDS (ENGLAND)
NUTS 2 level	West Midlands
NUTS 3 level	Birmingham
Legal representative	Raj S Mack
	10 / 200 characters
Contact person 1	Annette King
	12 / 200 characters

Phone office	+441216751170	**Mobile**	+4407766924209
	13 / 200 characters		14 / 200 characters
Email	Annette.c.king@birmingham.gov.uk	**Website**	www.digitalbirmingham.co.uk
			27 / 200 characters
Contact person 2 (optional)	Nicola Bryant		
			13 / 200 characters
Phone	+441216751169	**Email**	Nicola.bryant@birmingham.gov.uk
	13 / 200 characters		31 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

QR-Code for the vCard

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Partner 6

Partner role in the project	Partner
Name of organisation in original language	Αναπτυξιακή Εταιρεία ΟΤΑ Ανατολικής Θεσσαλονίκης (ΑΝΑΤΟΛΙΚΗ ΑΕ)
	63 / 200 characters
Name of organisation in English	Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)
	77 / 200 characters
Department/unit/division (if applicable)	Regional Energy Agency of Central Macedonia (REACM)
	51 / 200 characters

Legal status	Public body or body governed by public law	**Type of partner**	Agency (different from business support organisation)

Address	1st km Thermis-Triadiou
	23 / 200 characters

Town	Thermi	**Postal code**	57001
	6 / 200 characters		5 / 200 characters

Country	Greece (ΕΛΛΑΔΑ)
NUTS 1 level	ΒΟΡΕΙΑ ΕΛΛΑΔΑ
NUTS 2 level	Κεντρική Μακεδονία
NUTS 3 level	Θεσσαλονίκη
Legal representative	Georgios Kougiamis
	18 / 200 characters
Contact person 1	Kostas Konstantinou
	19 / 200 characters

Phone office	+302310463930	**Mobile**	+306974811388
	13 / 200 characters		13 / 200 characters
Email	kostas@anatoliki.gr	**Website**	http://www.anatoliki.gr
			23 / 200 characters
Contact person 2 (optional)	Irene Tsakiridou		
			16 / 200 characters
Phone	+302310463930	**Email**	irene@anatoliki.gr
	13 / 200 characters		18 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

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Partner 7

Partner role in the project	Partner
Name of organisation in original language	Ústecký kraj

12 / 200 characters

Name of organisation in English	Ústí Region

11 / 200 characters

Department/unit/division (if applicable)	Department of Strategy and Project Realisation

46 / 200 characters

Legal status	Public body or body governed by public law	Type of partner	Regional public authority

Address	Velka Hradebni 3118/48

22 / 200 characters

Town	Ústí nad Labem	Postal code	400 02

14 / 200 characters   6 / 200 characters

Country	Czech Republic (ČESKÁ REPUBLIKA)
NUTS 1 level	ČESKÁ REPUBLIKA
NUTS 2 level	Severozápad
NUTS 3 level	Ústecký kraj
Legal representative	Oldřich Bubeníček

17 / 200 characters

Contact person 1	Ivana Polakova

14 / 200 characters

Phone office	+420603183081	Mobile	+420603183081

13 / 200 characters   13 / 200 characters

Email	Polakova58@gmail.com	Website	www.kr-ustecky.cz

17 / 200 characters

Contact person 2 (optional)	

0 / 200 characters

Phone		Email	

0 / 200 characters   0 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

QR-Code for the vCard

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Partner 8

Partner role in the project	Partner
Name of organisation in original language	Junta de Extremadura
	20 / 200 characters
Name of organisation in English	Regional Government of Extremadura
	34 / 200 characters
Department/unit/division (if applicable)	General Directorate for Enterprise and Entrepreneurship
	55 / 200 characters

Legal status	Public body or body governed by public law	**Type of partner**	Regional public authority

Address	Paseo de Roma s/n
	17 / 200 characters

Town	Mérida	**Postal code**	06800
	6 / 200 characters		5 / 200 characters

Country	Spain (ESPAÑA)
NUTS 1 level	CENTRO (ES)
NUTS 2 level	Extremadura
NUTS 3 level	Badajoz
Legal representative	Aria Manu Vega Fernàndez
	24 / 200 characters
Contact person 1	Annabelle Favreau
	17 / 200 characters

Phone office	+34924004449	**Mobile**	+34691429702
	12 / 200 characters		12 / 200 characters
Email	annabelle.favreau@gpex.es	**Website**	https://activacionempresarial.gobex.es
			38 / 200 characters

Contact person 2 (optional)	Carolina Apolo
	14 / 200 characters

Phone	+34924004440	**Email**	carolina.apolo@gpex.es
	12 / 200 characters		22 / 200 characters

Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No

QR-Code for the vCard

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B.2 Policies addressed and territorial context

B.2.1 Policy instrument 1

B.2.1.1 Definition and Context

Definition

Please name the policy instrument addressed

OP-ERDF 2014-2020 Liguria Region. Priority Axis 3: "Competitiveness of SMEs", TO 3 "Enhancing the competitiveness of small and medium-sized enterprises - c) supporting the establishment and expansion of SMEs capacity for the development of advanced products and services".

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.

MAIN FEATURES
The OP ERDF 2014-2020 of the Liguria Region includes in it the activities related to the creation, development and growth of small and medium-sized enterprises. In particular: Priority Axis 3 "Competitiveness of SMEs", TO 3 "Enhancing the competitiveness of SMEs c) supporting the establishment and expansion of SMEs capacity for the development of advanced products and services". The policy instrument recognizes the centrality of SMEs for the economic growth of the Liguria Region, identifying the tools for a policy strongly linked to the "think small first" principle focused on the following actions: • simplification of procedures and red tape, • encouragement of business combinations, • introduction of digital innovation in business processes, promoting the transition from standard tools to the most advanced.
THE REASON(S) WHY IT SHOULD BE IMPROVED
The ERDF data show that in 2013 the Ligurian GDP decreased by 1.8% and this data was worse than other parts of the Northwest of Italy that lost 1.3%. In this context Administrative simplification plays a key role to reduce regulatory complexity and uncertainty for the development of SMEs and reduce unnecessary burdens created by bureaucracy and paperwork. In its OP the Liguria Region has planned productive investment linked to the consolidation of businesses to achieve the grow of regional production, its technological development and the employment in general.

1,449 / 1,500 characters

Is this policy instrument a Structural Funds operational programme (i.e. Investment for growth and jobs or European territorial cooperation programme)?

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

Liguria Region

14 / 300 characters

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

The policy instrument will be improved through SUPPORTING NEW PROJECTS. The focus of the new projects will be on e-Government solutions, new ICT tools for SMEs and e-Procurement services; the aim is the digital innovation to help SMEs to have an easier access to the Public System. Genoa is jet testing e-Government tools in particular in relation to e-invoicing and e-payments (e-Procurement). The system is an advantage both for citizen and for the Public Administration. It allows citizens and SMEs to:
1. freely choose the provider of payment services (eg. payment institution/electronic money);
2. choose from multiple payment instruments (eg. credit card, debit card);
3. choose the payment channel to perform the operation (eg. web account, mobile);
4. know in advance the max costs of the operation simultaneously and have the guarantee of the correctness of the amount to be paid;
5. get a receipt of correct payment in real time.
The advantage of public administrations are:
• savings in resources due to the dematerialisation of paper documents;
• high level of transparency in dealings with third parties focusing on their tax positions with a positive effect on measures of evasion.
• allowing real-time monitoring and centralized manner the trend of public spending, becoming a tool for verifying compliance with the requirements of the industry.
The e-Procurement and e-Government tools will reduce costs for SMEs and increase the Public Administration efficiency.

1,489 / 1,500 characters

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

Reduced cost to SMEs benefiting from the instrument (% cost reduction) by 2020

78 / 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? What needs to be improved in the territorial situation?

STATE OF PLAY
The Liguria' SMEs exceed a total 135,000 units, ie 9% of the North-West and 2% of all Italy. A breakdown by sector shows a prevalence of commercial enterprises than the national average: more than 40,000 trade companies represent 30.8% of the total compared with 26% of the national figure. However with the financial crises in 2013 there was a negative grow rate of SMEs by -0,99% as well as the unemployment rate reaches 8.1%, (in line with the North-West 8.0% and the national rate 10,7%). In order to enhance the competitiveness of SMEs the city and the Region are promoting a series of "Public Administration reforms" supported both by legislation and new e-Goverment tools. In particular, the Regional Law n. 1/2012 "Standards to support the development of SMEs in the Liguria Region" Art. 4 "Simplification and concentration" clearly defines that "the Liguria Region adopts all the instruments to cut administrative burdens as well as creates uniform administrative procedures tools". The changing relationship between administration and service user can only happen with the involvement of different level of Governance. The introduction of specific tools like the "electronic invoicing" or "nodo dei pagamenti" for public administrations is a useful tool for innovation and modernization in relations with SMEs and third parties, including for the purpose of the public spending efficiency.
WHAT NEEDS TO BE IMPROVED
Given the region's current situation and its potential, the strategy to be followed aims at restoring the economic balance on the region to the benefit of the inner areas while encouraging the competitiveness and SMART specialization of SMEs.To improve the SMEs conditions for investment and growth it is crucial to ease the access to funding and lower the administrative burden necessary for its implementation. The Liguria Region intends to implement e-cohesion according to regulation (EU) no 1303/2013 and no 1011/ of the EU Parliament and EU Council.

2,000 / 2,000 characters

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

Yes

If yes, how?

The RIS3 of the Liguria Region dedicates the 2.3 section to "Security and quality of life". In this section a specific part is dedicated to the "Intelligent factory" focused on developing technology and solutions to support the competitiveness and the level of innovation in the manufacturing sector, with particular reference to advanced production systems, the improvement of performance, flexibility and sustainability (SMART FACTORY)

437 / 500 characters

B.2.1.2 Partner relevance for policy instrument 1

Partner

LP Municipality of Genoa

What are the partner's competences and experiences in the issue addressed by this policy?	Different departments of the municipality are now experimenting new methods of easy access of SMEs to the Public System. In particular, the Finance Department is testing the electronic invoice and electronic payments system. The department has a particular experience in testing e-Procurement tools and has also created a new software in order to manage electronic payments trough the infrastructure called "Nodo dei Pagamenti" transferring this system and knowledge to other Municipalities in Italy

499 / 500 characters

What is the capacity of the partner to influence policy instrument 1?	The capacity of the partner to influence this policy instrument is very high. Genoa is the capital city of the Liguria region and it is the responsible and biggest member of the Metropolitan Area, with a very strong influence at territorial level as well as the main public partner of the Liguria Region (MA).

310 / 500 characters

How will the partner contribute to the content of the cooperation and benefit from it?	Genoa will transfer its knowledge about e-Government and e-Procurement tools and exchange experiences on how to best tackle the identified obstacles for SME. The city strongly aims also to benefit from other inspiring regions and practices to adopt at regional level.

267 / 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	- Liguria Region - Department of Statistics - Department of European Affairs - Chamber of Commerce of Genoa, - Business categories (including representatives of SMEs) - Trade associations - Softerhouse (partner of e-procurement services)

239 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?	- Liguria Region: support the elaboration and implementation of new project - Department of Statistics and European Affairs: support of the implementation of the RAP's at City level - Chamber of Commerce of Genoa: identification of potentials and needs in the SMEs sector - Business categories (including representatives of SMEs): reporting their need and expectations as well as their ideas and proposal to the governmental level - Trade associations: elaboration of action-oriented recommendations for political players and institutions; Identification of potentialities and needs at territorial level - Softerhouse: elaboration of tools and softer in relation to e-Procurement

685 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?	The activity of the Regional Stakeholders Group will be organized by: • Systematic meetings, • participation in Study Visit conferences and special meetings, • formal and informal meetings and contacts with SMEs representatives • strategic involvement of the MA The members of the RSG will prepare the list of operations that could be integrated and implemented by the organizations they represent, as a part of the Regional Action Plan. The RSG will use the theoretical and practical knowledge from the institution and persons that have already experience in enhancing the competitiveness of SMEs. RSG will work with the SMEs representatives to get to know their needs, help them solve the different problems and find the ways to improve their situation. In this framework, one of the most important challenge for Genoa will be the development of good cooperation between the city and its Managing Authority. Structural Funds can be accessed on the basis of a set of reliable indicators coming from the past ERDF projects, city inputs as well as from the progress from Interregional Cooperation co-funded projects. To better understand and integrate these issues the MA will receive network products for a wider use in their overall work as Managing Authority. In order to support such regional impact, the active involvement of regional networks will be an essential part of the work.

1,395 / 1,500 characters

B.2.2 Policy instrument 2

B.2.2.1 Definition and Context

Definition

Please name the policy instrument addressed

ERDF ROP Tuscany 2014-2020, Priority Axis 3 "Promote the competitiveness of SMEs" – Specific Action 3.5: "Creation and development of SMEs".

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

MAIN FEATURES
The partner intends to improve the policy instruments included in the Regional Operational Programmes under ERDF (Priority Axis 3 - Action 3.5.1 ERDF ROP Tuscany), related to the support to the promotion of the competitiveness of SMEs and entrepreneurship, thus improving the dynamism of the economic system. The specific objective is the creation and development of Micro Small and Medium enterprises (RA 3.5), by facilitating the economic exploitation of new ideas and fostering the creation of new firms.
THE REASON(S) WHY IT SHOULD BE IMPROVED
Tuscany is facing the entrepreneurship crisis phenomenon (many SMEs are closing) not well balanced by the creation of new ones (since 2008, in fact, the turnover tax is negative). The choice of activate this specific objective is based on the decision of contrasting these negative dynamics, by the realization of actions devoted to increase the dynamism of productive system through a simplified and facilitated access to the beaurocratic and administrative processes.

1,037 / 1,500 characters

Is this policy instrument a Structural Funds operational programme (i.e. Investment for growth and jobs or European territorial cooperation programme)?

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

Tuscany Region

14 / 300 characters

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

The improvement of the policy instrument is guaranteed through the implementation of NEW PROJECTS: it provides funding for actions devoted to the support and development of new SMEs, through direct incentives, new services offer and micro-finance intervention.
A great aim is also to give these new projects a peculiar « local flavour » by creating a Metropolitan One Stop Shop model, with the same features, in order to endorse the local resources, both structural and regarding the human resources. This Metropolitan One Stop Shop should gather the various entities of the metropolitan area, with a unique coordination body. The organizational structure must be based on the cooperation among the different entities, each one of them with its own peculiarities. The improvement of this policy instrument has been envisaged through the improvement of a new system of Metropolitan City Governance, able to ameliorate the economic and administrative system, accelerate procedures, encourage entrepreneurship. This action will contribute to the birth of new SMEs operating in the industrial, tourism, commerce/services and cultural field. The ERDF ROP Tuscany 2014-2020 includes a total budget of 792 million of euro, to invest in innovation, sustainability and support to the labour compartment. More than 70% of the budget will be dedicated to the entrepreneurship system, in order to improve competitiveness by supporting economic innovation processes.

1,458 / 1,500 characters

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

Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020

88 / 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? What needs to be improved in the territorial situation?

STATE OF PLAY
Tuscany Region faces new challenges to promote public innovation investments and SMEs development. At the moment (2015, May 31th), Florence in particular has 2991 total accesses through the digital services by the enterprises on a total of 7061 accesses. Starting from 2015, Florence is the administrative and political centre of the new Metropolitan City with a new coordinated system of tools for SMEs and citizens, in line with the "One Stop Shop Strategy" we want to develop. This model is jet under development but what the city wants to implement is as single channel (office or webpage) where multiple services are offered and where the customers can find the information they need and typically conduct transactions in one place, either physical or virtual. The OSSs aims to serve users at metropolitan level in remote (as well as urban) locations who might be excluded and can also deliver cross-border services in rural border regions.
WHAT NEEDS TO BE IMPROVED
Florence will exchange GPs to improve the reducing of bureaucracy in starting up a business and improving consultation of small businesses in policy making which affects them. The One Stop Shop should gather the various entities of the metropolitan area, with a unique coordination body. The main task of the coordination body is to analyse the international good practices about the simplification of the administrative procedures and realize a feasibility study in order to create a common software, which allow enterprises to submit their requests to the public administration from a unique point of access for all the municipalities of the metropolitan area and with the same rules. In concrete words what needs to be improved concerns: - consider e-Government Services not just a 'window' into the administration but a more substantial relocation or reorganisation of resources - invest in competent staff to handle the e-Government tools - accompanied e-Government tools by administrative simplification

1,999 / 2,000 characters

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

Yes

If yes, how?

RIS3 - Public commitment and Digital Agenda Toscana: facilitate the request for services for ICT sector providing e-gov attitude, systems integration, digital device and digital services at territorial level. - Development drivers and policies instruments: support for investment in innovation of SMEs with different strategies related to the SMEs dimension and projects. Support to the creation of innovative start-up with an easier administrative procedure for young people, innovative projects.

498 / 500 characters

B.2.2.2 Partner relevance for policy instrument 2

Partner

PP2 Municipality of Florence

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

The partner has exclusive competences in the management of administrative procedures, support and promotion of SMEs services offered by the Public Administration.The partner is at the moment applying and testing the policy instrument in the municipal territory, thus improving the digital innovation strategy in managing issues about the creation of new enterprises and in offering new and better services.

406 / 500 characters

What is the capacity of the partner to influence policy instrument 1?

The partner represents the biggest member of the Metropolitan City, with an important influence on the Tuscany Region, Managing Authority of ROP – ERDF. The Municipality of Florence is, moreover, the first municipality that has realized, in its own territory, an advanced experience on the One stop shop strategy for SMEs.

322 / 500 characters

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

Thanks to interregional cooperation, the partner will contribute exporting the new processes of simplification and homogenization of administrative and bureaucratic system addressed to SMEs of the wider Metropolitan Area and benefit in finding inspiration and learning lessons from other regions in order to import good practices and new projects to be reproduced in its territory.

B.2.2.3 Stakeholder group relevant for policy instrument 2

Please provide the indicative list of stakeholders to be involved in the project	- Tuscany Region - Chamber of Commerce of Florence - Promofirenze – Azienda Speciale - CCIAA, - Business categories and Trade associations - Trade unions.

157 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?	Each one has a relevant role in relation to the policy instrument. Tuscany Region will support the elaboration and implementation of new project The Chamber of Commerce covers the same territory of the Florence Metropolitan Area (Ex Province of Florence including 44 Municipalities). The involvement of the Chamber of Commerce of Florence is compulsory for all SMEs born in the territory of the Florence Metropolitan City. Moreover, the Chamber of Commerce provides technological facilities for the simplification and homogenization of administrative and beaurocratic system, even through the Sportello Nuove Imprese (first business orienteering and "new enterprises service"). Promofirenze is the Special Agency of the Chamber of Commerce of Florence, managing the business development and internationalization matters. Strictly connected to the Chamber of Commerce, Promofirenze operates in the internationalisation of SMEs and together they facilitate the development of new SMEs in the concerned geographical area. The relation with the policy instrument, is improved both by the larger geographical area and by the specific competences provided by the service of first orienteering. The Business categories are the nearest administrative level to SMEs and guarantee dissemination of contents and SMEs representation in the metropolitan city territory.

1,362 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?	The stakeholder group will be stabled involved. Periodically, focus groups will be organised on different subjects, in order to collect good practices, evaluate and prepare them to be shared at an international level. Two different stakeholders will participate to three different study visits according to the main subject. The group will be the way to keep a strict relation with the economic territory and SMEs needs, and contribute to the regional Action Plan. From the Stakeholder group a list of experts will be selected and involved in the Policy learning platform too. The stakeholder group will be involved both in the first and in the second phase of the project : the first phase wil be dedicated to the interregional learning, consisting mainly in the identification, analysis and exchange of knowledge and practices between the partners in the policy field chosen. The second phase will be dedicated to monitoring the implementation of the action plan, including the exchange on the implementation's progress, communication and dissemination, management and coordination activities.

1,096 / 1,500 characters

B.2.3 Policy instrument 3

B.2.3.1 Definition and Context

Definition

Please name the policy instrument addressed

Hajdú-Bihar County Territorial Development Operational Programme Priority 3 : Competitive economy Action 3.4 : Innovation and competitiveness development

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 Hajdú-Bihar County Territorial Development Operational Programme (HBCTDOP) defines the vision of the county, the development targets and the intervention areas and the development trends needed to reach the targets. The 3rd priority of the strategy deals with the development of competitive economy. The objective is the implementation of measures towards the increasing of SMEs, hence supporting national enterprises. This priority concentrates on the advanced, well run sectors on one hand, which can be a development opportunity for less enterprises as well and on the other hand it focuses on the less developed sectors and aims to increase their competitiveness too. This priority intends to boost entrepreneurial activities as well through increasing capital investments; entering in new, mainly foreign markets; supporting joint investments. Action 3.4 creates the possibility for knowing, acquiring and exchanging good practices and innovation through the complex innovation chain. The strategy also supports the international appearance and the strengthening of the international cooperations of enterprises. Boosting entrepreneurship and entrepreneurial activity is crucial: this means the enhancement of umbrella organisations and the simplification of administrative activities as well. Hajdu-Bihar County Council would like to contribute to the solution of these problems with the good practices identified in PURE COSMOS project.

1,448 / 1,500 characters

Is this policy instrument a Structural Funds operational programme (i.e. Investment for growth and jobs or European territorial cooperation programme)?

No

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

Yes

Name of this responsible body

PP3 Hajdú-Bihar County Government

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

Hajdu-Bihar County Council would like to improve the policy instrument through NEW PROJECTS: the Development, Planning and Strategic Department will assist stakeholders to submit successful applications in line with the HBCTDOP based on the good practices gained in PURE COSMOS project, in particular concerning e-Goverment tools and ICT services. Related activities include the management and administration of supported projects and monitoring of project implementation. It also participates in regional development planning; prepares background reports and evaluation studies on the progress of regional development. The Development, Planning and Strategic Department works with a wide pool of stakeholders in various thematic fields and will mainstream experiences of the 2007-2013 SF programmes in the upcoming development initiatives, such as the implementation of different OP-s. Priority 3 of the HBCTDOP is connected to the project's theme and Hajdu-Bihar County Council stakeholders will improve the following one with the help of the project: Priority 1: Priority 3 : Competitive economy Action 3.4: Innovation and competitiveness development . Due to the new projects initiated the capacities of business infrastructure will be further developed and the quality of their services will be increased. This will contribute to the competitiveness improvement as well.

1,376 / 1,500 characters

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

Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020

88 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

national

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

According to the indicator measuring of bureaucracy hinders business activity in the World Competitiveness Yearbook [Institute for Management Development, Lausanne, Switzerland, 2013] Hungary is in the mid-range. It indicates the fact, how obstructive the entities carrying out economic activities feel the administrative burdens. During the last years considerable measures have been taken by the Hungarian government to reform the public administration of the country. The most important results of these reforms include the reduction of administrative burdens and the simplification of administrative procedures. However the index shows that the results of the efforts related to reform the Hungarian public administration are perceptible only at a limited extent for the economic operators. In the SME sector compared to revenues and total costs the establishment an up-to-date management system and onsite functions means higher expenses because of the low capital resources and the proportionally high staff costs. The established inadequate operational and management practices among the Hungarian start-ups are serious burdens of competitiveness and success. The underdevelopment of digital economy, the low-level usage of ICT tools and services also hinder the growth productivity and business efficiency. Consequently the targeted development of e-economy is an important area of intervention. During the project the stakeholders of Hajdu-Bihar County Council region will have the chance to examine existing good practices for the above mentioned problems that can boost the competitiveness of SMEs. This way, the projects building on existing good practices when applying for funding are based on internationally tested methods, thus having a higher quality. Peer reviews and study visits further support our stakeholders in finding internationally available solutions for their challenges regarding administrative burdens.

1,935 / 2,000 characters

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

Yes

If yes, how?

As for the horizontal priorities of the Smart Specialisation Strategy of Hajdu-Bihar County Council 2013 the activities and results of the project can contribute to the following ones: P3: Assisting the innovation-oriented entrepreneurial activities implemented in the region P4: Improving the quality and accessibility of innovation-management services P5: Developing the social and public administration services related to innovation activities.

449 / 500 characters

B.2.3.2 Partner relevance for policy instrument 3

Partner

PP3 Hajdú-Bihar County Government

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

The Hajdú-Bihar County Government is the responsible body for the policy instrument. Thanks to some of its intermediary bodies has participated in the past in other interregional project as the RAPIDE INTERREG IVC project that enhanced the public sector to assist the development of companies implementing good practices in the role of the public sector in particular helpingbusinesses (primarily SMEs) to bring innovative products and services to market more quickly.

469 / 500 characters

What is the capacity of the partner to influence policy instrument 1?

One of Hajdu-Bihar County Council responsabilities is to attend activities in strategic and spatial planning, analysis and project generation linked to national development. With the active assistance of the local stakeholder group it will carefully collect the most relevant faults of businesses related to administrative burdens and will develop successful applications with and for them.

392 / 500 characters

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

Hajdu-Bihar County Council will share its experiences and the good practices available at Hajdu-Bihar County Council stakeholders with the other project partners. It will also use its management experiences (Component Leader and LP in previous INTERREG IVC projects) to support the LP in the project implementation. Hajdu-Bihar County Council will be also responsible for the project communication, and will benefit from the other partners' good practices with regards to project objectives

492 / 500 characters

B.2.3.3 Stakeholder group relevant for policy instrument 3

Control number: d516b13671a4179d9b7b458a6ebdeb92

Please provide the indicative list of stakeholders to be involved in the project	- Hajdú-Bihar County Government - Political body in the region; Supporting the activities related to economic development in the county - Hajdú-Bihar County Development Agency – providing complex service packages for business starting and development - Hajdú-Bihar County Government Office – Territorial public finance body of the government with general competence ; harmonising and assisting the territorial implementation of government responsibilities - Hajdú-Bihar Chamber of Commerce and Industry - INNOVA Észak-Alföld Regional Innovation Agency – managing innovative ideas to market success by creating network between national and international actors along the regional innovation strategy - Technology Transfer Office of the University of Debrecen - promoting the exploitation of innovative research results and performing all related activities - EDC Debrecen Urban and Economic Development Center – supporting enterprises in accessing diverse funds
	966 / 1,000 characters
Role of these stakeholders in relation to policy instrument 1?	All the organisations listed above deal with enterprises of the county/region directly or indirectly. Most of them are in regular contact with the companies and know their weaknesses and problems related to their operation, so they are acquainted with and they can also survey their difficulties related to public administration and services. At the RSG meetings they can introduce these problems and with common brainstorming they will be able to enhance the work of Hajdu-Bihar County Council and find the best solutions from the international good practices. From the Hajdú-Bihar County Government Office we will be able to gain information also from the side of the "service provider", from the public administration sphere as well. With the active involvement and concordance of the Hajdú-Bihar County Council we will have the political support behind the project as well.
	878 / 1,500 characters
How will this group be involved in the project and in the interregional learning process?	A Regional Stakeholder Group (RSG) will be set up at the beginning of the project from the representatives of the above mentioned organisations. The RSG will have regular meetings at least in every semester of the project to conciliate about the ongoing. Members of the RSG will participate in the project activities, provide information to regional analyses and good practices as well as actively participate when hosting the peer review in Hajdu-Bihar County Council region. Experts can also join international activities such as international peer reviews, conferences or policy learning seminars. RSG will ensure that the regional action plan to be developed is based on common understanding and willingness, thus ensure the sustainability of project results even after closure. The member organisations of the RSG will build the project experiences into their activities and will actively contribute to the elaboration of project proposal to be submitted.
	961 / 1,500 characters

B.2.4 Policy instrument 4

B.2.4.1 Definition and Context

Definition

Please name the policy instrument addressed

Strategy : Offensive for SME Saxony-Anhalt I³-Growth through innovation, investment and internationalisation, comprises measures of the operational programs ERDF and ESF of Saxony-Anhalt 2014-2020, TO3 : Competitiveness of SMEs, TO8: Employment and Labour mobility

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 Mittelstandsoffensive comprises all activity in favour of SMEs of the regional government of Saxony-Anhalt. Section III.1. states how the regional government wants to improve framework conditions for SME. Section III. 2 comprises financial funding instruments the regional government offers for SME. Funding schemes under the structural funds programs 2014 – 2020 like the "Beratungshilfeprogramm" (finances consultants for SMEs) and the "Messefördung" are an integral part of the Mittelstandsoffensive. Section III.1g) of Mittelstandsoffensive states that cutting red tape for the structural funds programs is an important step towards a more business friendly climate in Saxony-Anhalt and can improve the conditions of SME for investment and growth. As partner of PURE Cosmos the Investitionsbank strives for improving processes to offer better, on-line based services and provide faster access to funding. (912characters)

928 / 1,500 characters

Is this policy instrument a Structural Funds operational programme (i.e. Investment for growth and jobs or European territorial cooperation programme)?

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 sciences and economic affairs

41 / 300 characters

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

Within the policy instrument, section III.1.g) we would like to focus on IMPROVING THE GOVERNANCE of structural funds in the region. We aim at tackling the program governance by improving administrative procedures used for the implementation of a set of funding schemes running under the structural funds programs (OP ERDF: thematic objective 3 "Enhancing the competitiveness of small and medium enterprises", and ESF, thematic objective: Employment and Labour mobility). The improvements shall be made in order to make the procedures more business friendly. Besides the easing of applying for funding and implementing funded projects, the activities are likely to invite even more businesses to apply for funding and make use of the opportunities offered by the regional government. In practical terms we want to - Identify barriers and obstacles SMEs face when applying for funding in three pilot funding schemes - Develop (IT)-solutions for administrative procedures - Establish more (transparent) e-communication between the bank and the SME - Develop (IT)-solutions to reduce administrative burden - Review the regional legislation to be applied in funding - Evaluate the impact the new solutions have

1,209 / 1,500 characters

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

Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020

88 / 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? What needs to be improved in the territorial situation?

STATE OF PLAY In Saxony-Anhalt 99% of the enterprises employ less than 250 people, resulting in 76% of employees working in SMEs. Out of the 76% working in SMEs, 57% are employed by small enterprises ranging from 1-50 employees. The administration required for implementing structural funds challenges especially these small enterprises in Saxony-Anhalt. When it comes to justifying the money spent documents necessary to prove correct spending require an amount of incredibly detailed information of the SMEs. The effort necessary to prepare the application is equally challenging. Thus many SMEs do without subsidies from EU funds, because the benefit funds does sometimes not even compensate for the amount of financial and staff resources needed for application and report on expenditure. WHAT NEEDS TO BE IMPROVED To improve the conditions of SME for investment and growth it is crucial to ease the access to funding and lower the administrative burden necessary for its implementation. In this regard Saxony-Anhalt intends to implement e-cohesion according to regulation (EU) no. 1303/2013 and no. 1011/2014 not only for the procedures following the approval like it is required by the regulation but also for the procedures linked to the application. By providing on-line based services and increasing the share or e- communication both during application and after approval Saxony-Anhalt hopes to provide easier access to funding and invite even more business to apply for funding and benefit from the opportunities offered in the region. (1508 characters)

1,568 / 2,000 characters

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

Yes

If yes, how?

The Regional innovation strategy (RIS) states that many SME lack the critical mass to invest in own R&D activities. Only every eighth SME in Saxony-Anhalt runs research and innovation continuously. R&D expenditures of SMEs in the region range around 25% of the national average. Thus the RIS strives for empowering endogenous innovation potential by enhancing i.a. the use of European funding. Easing the access to structural funding is key to empowering endogenous innovation potential.

487 / 500 characters

B.2.4.2 Partner relevance for policy instrument 4

Partner

PP4 Development Bank of Saxony-Anhalt

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

Investitionsbank Sachsen-Anhalt (IB-LSA) is the implementing body for financial funding programs of the 'Mittelstandsoffensive' aimed at SME & start-ups. IB-LSA has been implementing funding schemes for companies since 1993. In terms of structural funds IB LSA acts as intermediate body. IB-LSA cooperates closely with the regional government as strategic partner & shares its experience in implementing funding programs with the ministries when it comes to setting up the funding programs for SMEs

499 / 500 characters

What is the capacity of the partner to influence policy instrument 1?

IB-LSA as intermediate body implements ca. 77 % of ERDF & most of SME related ESF. IB-LSA has close working relations with all relevant actors & takes part in the monitoring committee of the OPs for ERDF & ESF. IB-LSA is highly involved in implementing the e-cohesion regulation & develops its own digital strategy. We strive for enhancing the digitalization & simplification of procedures. The Ministry of Science & Economic Affairs & the Managing Authority strongly support our participation.

494 / 500 characters

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

The IB-LSA as intermediate body wants to exchange experience on effective IT-solutions, how to best tackle the identified obstacles for SME. We want experts of the other regions to assess our funding procedures & give advice on improvements. We want to set focus on (IT-) solutions for the e-communication with our SMEs clients. We want to exchange on internal IT- processes of our bank. The need of modifying the legal framework & options to do so on regional level are further issues of exchange.

498 / 500 characters

B.2.4.3 Stakeholder group relevant for policy instrument 4

Please provide the indicative list of stakeholders to be involved in the project	- Ministry of sciences and economic affairs - Ministry for labour and social affairs - EU-Verwaltungsbehörde EFRE/ESF (Managing Authority in the region of Saxony-Anhalt) - Chambers of commerce and chambers of crafts - LK (county) Harz, department for promotion of business development - Experts for interactive e-solutions - University of applied sciences Harz

366 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?	- Ministry of sciences and economic affairs: responsible for funding regulations "Beratungshilfeprogramm" and "Messeförderung" addressed under ERDF thematic objective 3: Competitiveness of SMEs - Ministry for labour and social affairs: responsible for funding regulation "Weiterbildung Betrieb" addressed under ESF thematic objective 8: Employment and Labour mobility - EU-Verwaltungsbehörde EFRE/ESF: Managing authority of operational programs ERDF+ESF responsible for providing e-cohesion solution for both operational programmes - Chambers of commerce and chambers of crafts and LK (county) Harz, department for promotion of business development: Representing the user's perspective/ reflecting the demands of SMEs - Experts for interactive e-solutions: Advising on how to design e-business applications - University of applied sciences Harz: Expert for e-government solutions

884 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?	The Regional Stakeholder Group (RSG) is of key importance for Identifying barriers & obstacles SMEs face applying for funding. The chambers of commerce and the county department for business development know & communicate these barriers to the managing authorities & ministries responsible for the regulations addressed. The RSG enables those responsible for the regulations and SMEs using the applications to define how to improve the processes addressed. Interregional learning process: The process will be guided & implemented by IB-LSA and supported by the University of Harz & further experts for interactive e-solutions. Regional workshops involve the RSG in identifying obstacles SMEs face when applying for funding. The workshops identify processes working well & those in need of modification. Results from RSG meetings will be fed into interregional peer reviews where we bring in good practices and benefit from good practices & advice from the partner regions. Study visits & import workshops intensify the learning relation among partners tackling similar challenges. The participation of the RSG members in the peer reviews, study visits & import workshops ensures that they share the learning & development process and results are constantly & directly communicated to the regional SMEs. Additionally the RSG meets every 3 months Avg. The meetings will be closely interlinked with project meetings, peer review & study visits to ensure the transfer of results to the RSG & vice versa.

1,499 / 1,500 characters

Interreg Europe
European Union | European Regional Development Fund

B.2.5 Policy instrument 5

B.2.5.1 Definition and Context

Definition

Please name the policy instrument addressed

European Structural and Investment Fund Strategy: Priority 2: Stimulating Business and Enterprise

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 UK government has decided that the ERDF in England will be delivered by the network of Local Enterprise Partnerships (LEPs). In accordance with this, the Greater Birmingham and Solihull LEP (GBSLEP) has adopted the "European Structural Investment Fund Strategy" which combines a range of funds (including ERDF) into an integrated programme. For PURE COSMOS This includes Investment priority 3 of ERDF priority axis 3: Promoting entrepreneurship. In particular this will facilitate the economic exploitation of new ideas and foster the creation of new firms, including through business incubators. In the GBSLEP European Structural Investment Fund Strategy this corresponds to Priority 2: Stimulating Business and Enterprise. This sets out a range of strategic activities covering the whole life cycle of business development and growth across GBSLEP region. It addresses the needs of early stage and SMEs particularly to generate more high growth firms; increase the proportion of exporting firms; improve the level of investment in innovation.The Structural and Investment Funds are expected by the UK Government to support this agenda by 'building capacity of existing businesses, including social enterprises and micro-enterprises, ensuring they reach their growth potential and supporting an entrepreneurial culture to encourage sustainable new businesses

1,364 / 1,500 characters

Is this policy instrument a Structural Funds operational programme (i.e. Investment for growth and jobs or European territorial cooperation programme)?

Yes

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

No

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

Greater Birmingham & Solihull Local Enterprise Partnership

58 / 300 characters

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

We will propose IMPROVED GOVERNANCE of the policy instrument to shape the nature of future projects and calls that will be funded through the European Structural Investment Fund (ESIF) to increase the competitiveness of SMEs. We will focus on
* improving the processes of public administration that will help streamline and tailor the support services to SMEs to increase their capacity to access business support, funding and finance and transact and communicate online to drive long term growth and competitiveness.
* Increasing the digital skills of SMEs in order to increase digital maturity and therefore organisational success (23% of SMEs in the region in 2015 were without basic digital skills). We will also propose NEW PROJECTS that will develop
* more effective public administrative processes
* e-commerce
* support packages for SMEs.
This will help accelerate SMEs digital maturity and increase their productivity, turnover and growth potential

961 / 1,500 characters

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

Reduced cost to SMEs benefiting from the instrument (% cost reduction) by 2020

78 / 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? What needs to be improved in the territorial situation?

STATE OF PLAY
In supporting the competitiveness of SMEs, the GBSLEP have facilitated a strong network of key business support providers to implement a range of solutions identified through the policy instrument to help businesses from early start-ups to those with growth aspirations. Plans are in place to create a multi-agency Growth Hub, which will provide a single point of access for all businesses to access a world class business support ecosystem to deliver business growth and new jobs. The first phase has been the launch of the Access to Finance Portal to help SMEs find the right pathway to potential funding. Close partnership activity includes Aston Business School that is supporting small businesses through Goldman Sachs 10,000 Small Businesses programme and Innovation Birmingham..The Greater Birmingham Digital Academy has given businesses the knowledge and confidence to adapt their business to the rapidly changing landscape of the 21st century as well as implementing e-communication tools like 'The Download' to keep SMEs (55,000) abreast of developments.
WHAT NEEDS TO BE IMPROVED
There exists fragmented business support offer, which is difficult for businesses to navigate and a remit to create an evidence base of targeted support. While there are a high number of start-ups in the area, there are lower five year survival rates than the UK as a whole. There is priority to not only provide initial support to start-up companies, which may include a variety of provision including support for accessing space, advice and mentoring but to focus as well on investment readiness and on continued support for young businesses during their first 5 years of trading. Increasing routes to finance for businesses and building accessible systems of support will be important in looking at how the local authority streamlines its activities and efficiencies through e-government and e-commerce activities as well as improving export support mechanisms for growth companies.

1,995 / 2,000 characters

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

Yes

If yes, how?

A significant driver for business growth is opportunities afforded through the digital revolution. This is changing the way businesses operate. Much of the drive for this will come from the smart specialization work that will be undertaken under GBSSLEP Priority 1 Innovation & R&D. Initial focus on Advanced Manufacturing and the developing GBSLEP Growth Hub has a specific priority in supporting end to end business solutions for this sector which is central to all of the West Midlands.

489 / 500 characters

B.2.5.2 Partner relevance for policy instrument 5

Partner

PP5 Birmingham City Council

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

BCC is the largest local authority in Europe and acts as the Accountable Body for GBSLEP funding bringing together the local, national & private funding streams to enhance growth sectors, support and grow business, economic development, business support, skills and technology development BCC manage a comprehensive range of business support programmes, grants & loans and have led £40M digital infrastructure investment and Digital Academy programme for SMEs.

461 / 500 characters

What is the capacity of the partner to influence policy instrument 1?

Partner on GBSLEP board as well as Secretariat with direct responsibility to influence strategy and policy and shape development of future funding and projects. BCC leads on the region's digital and smart city strategy which is focused on investment of digital technologies to support sustainable economic growth of SMEs. BCC are well networked to influence and manage stakeholder engagement that include regional and national leads such as Business Innovation and Skills; DCLG and DCMS and DWP

494 / 500 characters

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

BCC will take lead responsibility for shaping the exchange of experience activities establishing a partner working group, hosting study visits and sharing good practice e.g. The Growth Hub virtual business support; Digital Academy and e-procurement solutions like Find It In Birmingham. BCC will benefit from the use of good practices

to shape the policy instrument such as e-government solutions that will enable more efficient administration and delivery of support services and interventions

495 / 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

GBSLEP Board member partners include: 9 local authorities and business representatives from Greater Birmingham Chambers of Commerce;
the Manufacturer's organisation; Federation of Small Businesses Smart City Commission: lead on development of digital and smart city strategy and influence policy development.
Academia: include Birmingham City University;
Aston University and University of Birmingham that support innovation, knowledge transfer, start up and with direct involvement in development of policy instrument strategy Smart City Alliance: Industry sector and SME led partners that contribute to delivery of smart city projects
West Midlands Open Data Forum: Accelerate release and use of public sector data to support business in design of new services and applications
UK Smart Cities Forum: Sharing of knowledge and good practice across the UK with public sector and industry
Sector specialist networks such as the Academic Health Science Network and Creative City Partnership

994 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?

The stakeholders will include diverse representation selected from relevant networks and affiliated organisations that form part of the business and enterprise support ecosystem as well as those that have responsibility for shaping and influencing the policy instrument. This network will comprise cross sector (e.g. health, transport, creative, digital) industry leads, SMEs, entrepreneurs, tech developers, public sector bodies and academia as well as representatives from government bodies - DCLG, BIS and DCMS. This will be managed at both at a regional and national level to ensure that it is possible to maximise the impact and opportunities afforded through PURE COSMOS. The stakeholders cover those that can:
 a) Share good practice
b) Design and implement new solutions
c) Provide networks and reach to community of practice to disseminate activities and case stories
d) Sector specialists that understand business / LA needs; representing the users perspectives
e) Government departments overseeing management and regulation of the operational programmes
f) Regional bodies that collectively are involved in developing regional strategy and co-ordination of structural fund activities

1,203 / 1,500 characters

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

A stakeholder engagement plan will be developed at the outset to provide a framework for involvement of all stakeholders in PURE COSMOS. Initial work will identify key contacts, needs / interests and value / contributions and potential on-going areas of good practice for sharing. Stakeholder networks will be used to extend reach so as to help cascade information and share learning to a wider audience. A smaller core advisory stakeholder group will meet on a quarterly basis to scope opportunities and areas of good practice as well as understand better the landscape and barriers / challenges faced by the public and private sector, particularly start-ups and SMEs. This learning will be fed into the peer to peer reviews and the relevant advisory stakeholder members (or selected wider representative) will be involved as part of that process. This group will also be responsible for development and review of the regional action plan. Briefing sessions and smaller focused workshops will be run with the user groups to understand how processes and systems can be improved and some of the exemplar tools that are working well and have potential to be developed further. These forums will also provide the opportunity to involve stakeholders in reviewing Regional Action Plan and shaping further iterations. An e-newsletter will be used to circulate progress and share learning at scale ('The Download' newsletter managed by Digital Birmingham already reaches in excess of 55,000 SMEs).

1,496 / 1,500 characters

B.2.6 Policy instrument 6

B.2.6.1 Definition and Context

Definition

Please name the policy instrument addressed

Operational Programme Region of Central Macedonia 2014-2020: Priority Axis/Thematic Objective 3: Enhancing the competitiveness of Small and Medium Sized Enterprises. Investment Priority 3C: Supporting the creation and the extension of advanced capacities for products and services development .

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.

Prolonged recession and the steady increase in unemployment rates have had a very negative cumulative effect on companies, especially small and micro enterprises, which represent the overwhelming majority of Greek SMEs. SMEs need support to increase their investments and develop new forms of cooperation and networking at national and international level. Priorities concerned:
• Strengthening of regional entrepreneurship by supporting the creation of new innovative companies
• Increase in production rate and market entry of new innovative products / services
• Promotion of clusters is the continuation of a long-term plan for establishing strong cores of business activities which have the potential to exploit research results in order to create innovative products and services.
• Improvement of the competitiveness of SMEs through technological modernization and improvement of their administrative capacity and their staff. The particular importance of national and regional policies for SMEs in Greece is clear, more than in the other EU Member States for the following two reasons:
a. drastic recession of the country in relation to employment capacity and investments;
b. drastic reduction in the number of SMEs while still directly threatening the viability of thousands of small businesses, with well-known consequences for employment, the social benefits system and government revenues.

1,408 / 1,500 characters

Is this policy instrument a Structural Funds operational programme (i.e. Investment for growth and jobs or European territorial cooperation programme)?

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

Region of Central Macedonia

27 / 300 characters

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

The improvement of this policy instrument will take place through IMPROVED GOVERNANCE and more specifically by proposing alternative methods, more business-friendly and less bureaucratic, to support the effectiveness of the Thematic Objective N3 of the regional Operational Programme. The Regional Authority can find inspiration in other regions, adopt new approaches and integrate the lessons learned into actions for entrepreneurship and SME support by meeting their expectations of easy access to services (Improving policy instruments / Structural Funds programme - Type 2: change in the management of the policy instrument).
 Some proposals for addressing the problems taking bureaucracy into account are the following: Reorganization of public administration and improvement of the services to the businesses through simplified procedures related to business within each Ministry and Regional Authority as well as by promoting certified electronic payments between the public sector and businesses.
The bureaucracy issue is one of the most important issues that the Small Business Act attempts to highlight. Moreover, one of the 10 principles of the Act, namely principle No 3 'Design rules according to the 'Think Small First' principle' refers exclusively to bureaucracy issues.

1,286 / 1,500 characters

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

Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020

88 / 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? What needs to be improved in the territorial situation?

ANATOLIKI S.A is a Public Body whose major shareholder is the Region of Central Macedonia (the 2nd largest region in Greece), plus 9 municipalities of the Region, including the municipality of Thessaloniki (the 2nd largest city in Greece). It has been working on policy issues, in support of the Region of Central Macedonia (RCM), since its establishment in 1995, and has served as a supporting mechanism and consultant to the Region in a number of Thematic Objectives of the Operational Programme, in the fields of Entrepreneurship, Innovation, SME support, Human Development of Vulnerable Groups, Sustainable Energy Policies and Environmental Strategies. The productive system of the Region of Central Macedonia (RCM) shows a high focus in a few branches of industry mainly of primary production, consumer care services and less of dynamic business support services or export services (excluding tourism and transport). Due to the economic crisis the enterprises deal with problems on production, investments and trade. In the RCM, it is observed a timeless retreat of productive sectors of manufacturing, agriculture and construction, while at the same time the level of foreign direct investment is reduced. RCM's economy relies mainly on SMEs, which are based on traditional industries with low productivity, innovation and competitiveness, burdened additionally by inefficient procedures in the public sector.
SMEs need support to increase investment and develop new forms of cooperation and networking at national and international level in order to build and exploit economies of scale. The European Cluster Observatory «Star Clusters in Greece»,April 2011 identifies four industries which can develop successful models of clusters, such as the agri-food, clothing, tobacco and construction sectors. The public sector can play a significant role through improved ICT services and support SMEs to be more competitive by facilitating their access to technology, funds and available services.

2,000 / 2,000 characters

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

Yes

If yes, how?

The RIS3 of the Region of Central Macedonia (RCM) aims at transforming the region into an innovation node within the South East Europe. The issue is linked to the iInvestment priority 3c1: Increasing the introduction rate of new innovative products / services of SMEs, aims at encouraging the integration of SMEs advanced technologies (prioritizing the leading sectors according to the methodology RIS3) in order to help them produce new and / or upgrade of products / services.

478 / 500 characters

B.2.6.2 Partner relevance for policy instrument 6

Partner

PP6 Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)

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

ANATOLIKI S.A, will utilise its position as a public entity, experienced in implementing initiatives to foster public sector services for the benefit of SME's competitiveness, based on its 20 years of involvement in Innovation, capacity building and human empowerment. ANATOLIKI SA has a solid knowledge both in ICT as well as in entrepreneurship development strategies. Furthermore ANATOLIKI SA works closely with the Region of Central Macedonia and the relevant shareholders.

477 / 500 characters

What is the capacity of the partner to influence policy instrument 1?

ANATOLIKI SA has the capacity to directly influence the addressed policy instrument because it participates in regional development planning. Related activities include the management and administration of supported projects and monitoring of project implementation
It is able to consult the key actors of the area and it has wide experience in transferring lessons learned from other EU countries and adjust them to the local needs and conditions; it has been involved in more than 50 EU projects.

500 / 500 characters

How will the partner contribute to the content of the cooperation and benefit from it?	ANATOLIKI S.A will ensure that the RSG communicates, collaborates, shares experience and improves its capacity building effectively. The Agency will disseminate lessons learned to the main regional public entities and will develop the RAP supporting the Region of Central Macedonia. All the collected good practises and the improvements proposed by the project will be used to support both the SMEs sector and and the public authoritis

436 / 500 characters

B.2.6.3 Stakeholder group relevant for policy instrument 6

Please provide the indicative list of stakeholders to be involved in the project	Region of Central Macedonia (RCM) Regional SMEs, Civil Society Organizations Future Potential Entrepreneurs Chambers of Commerce Trade Union of Exporters Associations (Women, Agricultural) Aristotle University of Thessaloniki Alexander Technological Educational Institute of Thessaloniki Local Authorities.

308 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?	RCM has its own Regional Operational Program 2014-2020 and the Regional Authority is the responsible public body for the implementation of the Operational Program of the RCM. All the other stakeholders are considered the beneficiaries of the policy instrument, representatives of which will take part in the interregional learning process and will be actively involved in to the development of the action plan in order to increase the chance of achieving the project's objectives.

480 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?	A Regional Stakeholder Group (LSG) will be set up in order to ensure that lessons learned are transferred between all the relevant actors in the region which can be involved in the development of the action plan. Representatives of each target group will be invited to actively participate in the interregional learning process (study visits) and followingly, in the regional meetings organized. The exchange of experiences will ensure capacity building of professionals enabling them to propose methods that will improve the management of the regional programme/policy, making it more business-friendly and less bureaucratic. During the regional meetings, the stakeholders involved in the study visits, in cooperation with the regional project partner (ANATOLIKI S.A), will communicate their experiences to the RSG, as well as, their views on the methods that the GP visited and studied will be imported and adapted at regional level. The RSG will collaborate to develop a concrete Action Plan in the field of competiveness of SMEs and entrepreneurship for the Region of Central Macedonia.

1,090 / 1,500 characters

B.2.7 Policy instrument 7

B.2.7.1 Definition and Context

Definition

Please name the policy instrument addressed

OP Enterprise and innovation for competitiveness, priority Axis 2: Support of enterprising especially by facilitation of economic utilisation of new ideas and by support of establishment of new companies, also through business incubators Specific objective 2.1 – Increase of the competitiveness of starting and development of SMEs

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

MAIN FEATURES
The policy instrument focuses on increase of number of SME´s and number of working places by public services improvement and support of development of projects leading to more effective solutions and financial savings. The main areas for searching of innovative solutions and projects development are in particular ICT infrastructures e-government solutions. The aim is to reach financial savings, affectivity in public services provision, services of new quality and designs on new solutions.
WHY IT SHOULD BE IMPROVED
Ústí Region is the region with the highest unemployment rate in the Czech Republic and support of establishment of new SMEs and by this creation of new working places are of a high priority of the Regional government. The regional office will present the work with SMEs already provided, but what is expected is the transfer of best practices form experienced project partners. The direct contact and communication with EU stakeholders will show to regional representatives the new ways of work and involvement of regional stakeholders. Regional SMEs representatives participation in the project help to identify the main bottlenecks in SMEs establishment and development to create the suitable activities which might be provided by the Region. The developed strategies and know-how reached by the Ústí Region will serve also to other EU regions suffering with the similar problems as Ústí Region

1,438 / 1,500 characters

Is this policy instrument a Structural Funds operational programme (i.e. Investment for growth and jobs or European territorial cooperation programme)?

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 Industry and Trade of the Czech Republic

52 / 300 characters

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

The policy instrument will be improved through implementation of the NEW PROJECTS. The aim is improvement of provision of services targeted on new SMEs stablishment and creation of new working places. Realisation of new projects and systematic support will be provided by the newly established Regional Innovation centre. The task of the centre will be the coordination of the mutual cooperation of the research and production sector and public administration with the aim to identify the possibilities of technology transfer and support of innovative activities in SMEs. The Region will be responsible for monitoring and evaluation of the performance of the centre. The main activities of the Innovation centre will be:
• intermediation of the supply and demand on innovation and research services
• stimulating the mutual communication of actors from research and application spheres
• provision of the services for companies
• attracting investors
• administration of system of innovation vouchers
• The activities will be focused on entrepreneurs needs the target group are SMEs.

1,091 / 1,500 characters

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

Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020

88 / 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? What needs to be improved in the territorial situation?

STATE OF PLAY
Ústí Region is the region with the highest unemployment rate in the Czech Republic caused by reduction of mining activities and industrial production in recent decades. The Region is undergoing the structural change and support of SME´s and development of the new working opportunities meets the development strategies of the Regional Government together with reduction of brain drain from the territory. Such approach needs to create the positive conditions for private entrepreneurial activities and improvement of cooperation and communication among public authorities, SME´s, Universities and research institutions will significantly contribute to this aim. It is expected the project will enable to transfer good practices and know-how and to involve them in the regional policies. By communication with EU partners the new innovative approach and support to SME´s establishment and development by the Regional Office is envisaged. Organisational and social innovations in provision of public services in the region will play an important role and can significantly support the creation of new SME´s and new working places by improvement of the conditions for enterprise. Innovation processes in public sphere will influence also the SME´s. The region will aim on improvement of cooperation among research and educational spheres and SME´s by development and support of implementation of projects, as stated in RIS of the Ustí Region.
WHAT NEEDS TO BE IMPROVED
The regional office will improve the informing on possibilities of cooperation of research and SME´s and on transfer of research results into praxis, connection of demand and supply among research and SME´s. The institutions providing such services in the region have limited capacities. Such cooperation is also difficult in current conditions and Region can play an important role as "intermediary".

1,885 / 2,000 characters

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

Yes

If yes, how?

The issue follows Priority A.2 of the RIS3 of the CZ: To increase the level of entrepreneurship in the society with special emphasis on establishment of the new companies with fast development. Enterprising represents the key force for innovations. The overall goal of this priority is the development of enterprising in the Czech Republic and the increase of the entrepreneurial activities and the establishment of higher number of the new companies working especially in technologic branches.

496 / 500 characters

B.2.7.2 Partner relevance for policy instrument 7

Partner

PP7 Ústí Region

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

Ústí Region is the regional self-government, responsible for development of the territory and the needs of population. The public administration is provided by the Regional Office, it is the highest administrational body in the area with competences in environmental, health, transport, social issues, planning, schools and education issues. Improvement of SMEs services will contribute to the reduction of unemployment rate in the region and this is a priority in national and regional agenda

493 / 500 characters

What is the capacity of the partner to influence policy instrument 1?

Ústí Region develops the regional strategic documents and also has the competence to comment the legal directives through Economy and Social Council of the Ústí Region. The RAP will create basis for the support of development of regional SME´s and will be realised by the responsible regional department. The Region communicates with the Czech ministries and also with municipalities in the area, so has competences to develop and implement the Action plan and to influence the

policy instrument.

496 / 500 characters

How will the partner contribute to the content of the cooperation and benefit from it?	The partner will contribute with the experience in services provision and support to SMEś already gained, but especially the transfer and implementation of the good practices and know-how presented by project partners is expected with the aim to improve the services and support provided by the Regional government to SME´s. The increase of number of regional SME´s and number of working places will be the result of project activities.

436 / 500 characters

B.2.7.3 Stakeholder group relevant for policy instrument 7

Please provide the indicative list of stakeholders to be involved in the project	- Ministry of Industry and Trade, representing the national level - Regional Economy Chamber, representing the regional SMEś and involving local Economy Chambers, University of Jan Evangelista Purkyně – located in the regional Capital, already closely cooperating with the region (Memorandum on cooperation) joint development and realisation of projects - Economy and Social Council of the Ústí Region - regional institution with wide area of activities and competences, bottom – up approach (represents municipalities and local institutions and companies and has competences to involve their needs and recommendations at regional and national level).

651 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?	- Ministry of Industry and Trade: it is an institution responsible for implementation if the OP Enterprise and Innovation for Competitiveness will act as an the advisory and consulting stakeholder, will take part as an observer in regional and transnational events and contribute with reccommendations and comments to Action Plans development and the new projects drafting. Regional Economy Chamber - The Regional Economy Chamber involves and communicates with Local Economy Chambers and through these institutions has the direct contact with regional SMEs . The Chamber will represent the regional SME´s interests and needs in the project. University of Jan Evangelista Purkyně - The University represents the Research and educational institutions in the project, and in the project will provide the trainings and workshops for staff of the Regional office, and will be actively involved in the development of the Action Plan and the communication of the Action Plan with SME´s representatives on one side and the Regional office staff on the other - Economy and Social Council of the Ústí Region - This institution involves the working groups and platforms for discussing of strategies, research and educational institutions (University), informs on projects under preparation and ongoing activities with the aim to increase the skills and SMEs capabilities, this has impact on employment. Strong impact on legislation – comments and discusses the legislation prepared by the CZ government.

1,496 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?	The listed institutions will create the Regional Stakeholders Group and will actively participate in the project implementation. They will take part in the regional workshops and events and contribute with their know-how and experience, also will discuss with EU project partners the possible improvements and will participate in international meetings and workshops. It is expected that these "partners from praxis" will also significantly contribute to Action Plan development by identification of good practices (to be presented and to be transferred) and will jointly recommend the practices to be involved in the Action Plan and to be proved in regional conditions. RSG will also participate in the following monitoring of the implementation of the Action Plan and will contribute with their advices. Ministry of Industry and Trade will act predominantly as advisory member and will represent the national level, the Economy chamber will represent regional SMEs and will express their needs, problems and comments. The University will lead the development of the Action Plan and summarize the contributions óf regional actors and will lead the discussions on best practices to be transferred and involved. The Economic and Social Council of the Ústí Region will act as the link with national level and implementation of the transferred experience at national level.

1,370 / 1,500 characters

B.2.8 Policy instrument 8

B.2.8.1 Definition and Context

Definition

Please name the policy instrument addressed
Extremadura Operational Programme- 2014-2020. Thematic Objective 3, Improve SMEs competitiveness through the development of new services/projects aimed at simplifying and speeding up the launching of new businesses.

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.

MAIN FEATURES
One of the main problems to SMEs competitiveness is the amount of administrative costs and procedures. New policies and measures are needed to contribute to the improvement of rates of business creation and consolidation. In this sense, Extremadura has been developing an Employment, Entrepreneurs and Companies Plan which priorities and objectives are adapted to those goals established in Europe 2020 Strategy. This plan promotes the development of a new productive model based on modernization,and simplification of administrative procedures to foster entrepreneurship and improve the relationship between the administration and citizens. In this way, Law 4/2013 (de 21 de mayo, de Gobierno Abierto de Extremadura) establishes instruments that enable greater efficiency of public administration through simplified and innovative structures and procedures. One of these instruments is the Simplification Plan about creating entrepreneurial activities.
WHY IT SHOULD BE IMPROVED
Although there have been a lot of improvements, the previous work shows the need to carry on working on this subject since some measures have been taken only a few months ago. In this sense, the regional government has to go on analysing the procedures in order to ease business creation and boost e-government. Moreover, a better coordination is needed at all governance levels in order to facilitate procedures for new (and ongoing) businesses.

1,444 / 1,500 characters

Is this policy instrument a Structural Funds operational programme (i.e. Investment for growth and jobs or European territorial cooperation programme)?
Yes

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

Name of this responsible body
PP8 Regional Government of Extremadura

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

Within the policy instrument, Thematic Objective 3, Improve SMEs competitiveness through the development of new services/projects aimed at simplifying and speeding up the launching of new businesses we would like to focus on IMPROVING THE GOVERNANCE of structural funds in the region. Our aim is improve governance by improving administrative procedures to develop new services for entrepreneurs using e-government tools (Tools that improve entrepreneurs' access to relevant information or that facilitate the procedures in themselves). The improvements shall be made in order to make the procedures more business friendly.
In practical terms we want to
- Develop (IT)-solutions for administrative procedures in particular related to new business creation or e-payments linked to VAT or tax legislation
- Acting as MA establish more (transparent) e-communication among the cities in the region
- Review the regional legislation to be applied in ERDF funding

961 / 1,500 characters

Proposed self-defined performance indicator (in relation to the policy instrument addressed)
Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020

88 / 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? What needs to be improved in the territorial situation?

STATE OF PLAY
We have developed the following actions:
• Law changes to simplify administrative procedures.
• Implementation of a network of municipalities committed to entrepreneurship.
• Dissemination and communication channel between Regional Administration and Local Government, through technical consultation service.
• Working sessions between officers of the Local and Regional Administration to transfer local technical law changes, and also, to know the problems related to business processes.
• We have developed an on-line tool so that entrepreneurs are acle to know at first glance and in one click the procedures associated to the setting up of their business activity.
 WHAT NEEDS TO BE IMPROVED :
• Management/governance: Carrying on working to improve communication between the three levels of government involved (national, regional and local). This affects directly to the entrepreneur.
• Capacity building of local/regional officers : Promoting programs to improve excellence in providing services to entrepreneurs by the local administration.
• E-government tools: Promoting the implementation of online procedures, including the possibility of electronic payment of fees.

1,201 / 2,000 characters

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

If yes, how?
In the RIS3 of Extremadura and in the scope of infrastructures, a strategic line of creating innovative and open public administration is contemplated to facilitate the administrative procedures of the citizens and businesses and make more fluid relations with other administrations. It consists of four programs:
1. eGovernment.
2. Innovative Public Purchase.
3. Organizational Improvement.
4. Incorporation of the open government principle in Public Administration.

471 / 500 characters

B.2.8.2 Partner relevance for policy instrument 8

Partner
PP8 Regional Government of Extremadura

What are the partner's competences and experiences in the issue addressed by this policy?
Leader of the regional Plan of Simplification and speeding up of Administrative procedures for the setting up of new businesses (creation of the regional network of entrepreneurial municipalities; creation of the tool for business procedure search, etc.). The partner has the capacity to influence the policy instrument since they are leading the regional plan but it has also to be approved by the other regional departments dealing with business procedures (environment, health, etc.).

489 / 500 characters

What is the capacity of the partner to influence policy instrument 1?
The partner will share its knowledge and explain exhaustively its tools to the other partners and is willing to learn from other regions in order to facilitate the creation of new businesses.

191 / 500 characters

How will the partner contribute to the content of the cooperation and benefit from it?
The partner will share its knowledge and explain exhaustively its tools to the other partners and is willing to learn from other regions in order to facilitate the creation of new businesses.

191 / 500 characters

B.2.8.3 Stakeholder group relevant for policy instrument 8

Please provide the indicative list of stakeholders to be involved in the project	☐ FEMPEX (Regional Association of Municipalities) ☐ Diputación de Cáceres y Badajoz (Local Authorities at Province level) ☐ CREEX (Regional Confederation of Business Associations) ☐ General Directorates with competencies in the following areas: - Public Service, HR and Inspection - e-government and ICTs - Local Administration, Justice - Taxes - Public Health - Work regulation - Competitiveness, commerce and innovation - Cooperatives - Environment - Agriculture - Transports, Land management and Urbanism - Tourism.

522 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?	☐ FEMPEX, as the representant for municipalities plays an important role (business creation and procedures start and end at a local level) ☐ Diputación de Cáceres y Badajoz, since they have policy competencies in that field. . ☐ CREEX,as a representant and intermediary of the business ecosystem. ☐ General Directorates listed above have an impact on business creation, whether because they deliver licenses, authorisations, etc to new businesses.

451 / 1,500 characters

How will this group be involved in the project and in the interregional learning process?	The development of services for entrepreneurs is only possible if we take into consideration all the implicated stakeholders in business creation. They also have to take part in the new services design for would be entrepreneurs. Extremadura will work with an "integrated approach" with the RSG testing a good "horizontal cooperation" at local level – making sure that all relevant key players, associations and organisations contribute to the development and implementation of the RAPs and, at the same time, a good "vertical cooperation" between the city and the regional level.

581 / 1,500 characters

PART C – Project description

C.1 Brief history of the project

PROJECT IDEA
Governments have a duty to regulate where necessary, but facilitate wherever possible, removing potential impediments to business initiative, investment and innovation. Small and medium-sized enterprises (SMEs) receive special attention as they make up the vast majority of businesses and contribute new jobs and ideas to the economy, but lack the scale and assets enjoyed by large firms, including to navigate bureaucracies. The idea of the project starts from the need felt by several European cities to clarify and simplify the administrative environment and procedures of SMEs in order to facilitate their development. The project will support the idea of making public administration responsive to SMEs' needs reducing the administrative burden and promoting the administrative modernization of the public services.
PARTNERSHIP
The project partnership has been built first of all in the framework of some previous network cooperation that the Lead Partner, the Municipality of Genova, has shared with the city of Birmingham in the frame of the INTERREG IVC programme and with the Municipality of Florence in the frame of the EUROCITIES network. The cooperation with the Development Bank of Saxony-Anhalt as well as with Észak-Alföld Regional Development Agency has been established thanks to the exchange of ideas and common objectives shared during an info-day about the IE program in Germany in 2013. The collaboration with the Anatoliki Development Agency from Central Macedonia and the Ústí Region has been established on the basis of previous successful projects cooperation in the frame of EU programmes and after the organization of a "networking table" during the the launch of the IE program on December 2014 in Bologna. Finally, the inclusion of the Extremadura region has been made after attending the IE lead partner seminar in Brussels on June 2015. The project partnership is a balanced consortium, consisting of 8 partners from 7 Member States in line with call requirements going beyond cross-border/ transnational areas and including more developed and less developed regions. The partners involved are mainly public authorities and they have all involved the organisations responsible for the addressed policy instruments, 6 linked to ERDF measures and 2 to local programmes. The LP has selected the final consortium after working with the partners on « scoping exercises » based on a first project-design, a partner questionnaire and a project partnership meeting in May 2015 in Genoa. The project's aims, objectives and components were collectively redesigned in the first part of 2015 based on results of the partner scoping exercise and the project meeting. Led by Genoa, a series of draft designs were discussed with all the partners, in particular in relation to the addressed policy instruments through electronic consultations and telephone/skype exchanges. The final project application for submission was agreed by partners on the 22nd July 2015.

2,998 / 3,000 characters

C.2 Issue addressed

HOW DOES THIS ISSUE FIT IN THE EUROPEAN CONTEXT
The regional development issue addressed by Pure COSMOS is this: the creation, development and growth of small and medium-sized enterprises. The potential for enterprises to be competitive and to create new or use existing market opportunities depends not only on the presence of entrepreneurial skills but also on strong, reliable and agile administrations that are able to understand and meet the immediate needs of citizens and business. This topic is particularly important because:
• it underpins economic competitiveness and societal well-being which generate growth and jobs
• it creates and supports a more stable business environment in time of economic crisis • has special characteristics such as "government effectiveness", including the cross-cutting theme of ICT and SMEs' needs, in particular the principle "Putting business first"
• allows SMEs to play a strategic role in the administrative simplification programmes at regional level.
The issue is at the centre of the Small Business Act (SBA) which represents the EC's comprehensive policy agenda for SMEs that promotes entrepreneurship in order to strengthen SMEs' competitiveness. In the four pillars of the SBA, the issue "reducing administrative burdens" is the 4° pillar, together with "promoting entrepreneurship"(1°); "access to finance"(2°) and "access to markets"(3°).

EUROPE 2020 STRATEGY
The EU 2020 Strategy Flagship Initiative "An industrial policy for the globalisation era" aims to promote the Europe's competitiveness. To achieve this, the EU Member States will need "to reduce administrative burden on companies and improve the quality of business legislation"; the Commission's 2007 Action Programme was able to exceed its goal in 2012 of reducing the administrative burden by 25% at EU level. The task now is for Member States to transpose burden-reduction measures into national law and adopt relevant policy instrument to improve the effectiveness of public-sector support for SMEs: the reduction of red tape is focused on e-Procurement, which could save businesses up to €18 billion.

HOW IS IT RELEVANT TO THE INTERREG EUROPE PROGRAMME AND THE SELECTED SPECIFIC OBJECTIVE
PURE COSMOS will pursue specific objective 2.1 of the Call: "Improve the implementation of regional development policies and programmes, in particular programmes for Investment for Growth and Jobs and, where relevant, European Territorial Cooperation programmes, supporting SMEs in all stages of their life cycle to develop, achieve growth and engage in innovation". 6 (P1, P2, P4, P6, P7, P8) of 8 addressed policy instruments are Cohesion Policies (Growth and Jobs) as specified in the Call, ie TO3/Investment Priority 3(d) - Supporting the capacity of SMEs to engage in growth in regional, national and international markets, and in innovation processes. 2 (P3,P5) policy instrument are addressed to local operational programmes. Among the 8 partners, 1 is a MA (Extremadura), 1 is a region (Usti), 1 is a Development Bank (Saxony Anhalt) 2 are Development Agencies (Észak-Alföld and Anatoliki) and 3 are municipalities (Genoa, Florence and Birmingham). They propose policy instrument improvements as follows: NEW PROJECTS (P1, P2, P3, P7) and IMPROVED GOVERNANCE (P4, P5, P6, P8).

HOW CAN INTERREGIONAL COOPERATION CONTRIBUTE TO IMPROVE THIS ISSUE
A strength of the project is the broad spectrum of partner authorities with varying expertise from Northern Europe to the Mediterranean. The intensity of the interregional cooperation is supported by a peer review programmes and the design of project study visits, inspiration and guidance from the Expert papers, the production of the partner's Regional Action Plans in parallel and the cooperation with the MAs that will play a crucial role in the durability of the project results.

3,865 / 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	GENERAL OBJECTIVE To improve the effectiveness of public-sector support for SMEs in the target areas (by 15% by 2020) through the policy instruments addressed by the project. SUB-OBJECTIVES 1: reduce cost to SMEs by 10% from 2016 to 2020 (measuring direct and indirect costs of services offered to SMEs); 2: improve service delivery to SMEs by 20% from 2016 to 2020 (measuring users' satisfaction); 3. increase by 20% the "integrated approach" between the different levels of government and relevant authorities (horizontal and vertical cooperation) in the development and implementation of the RAPs (measuring the intensity of the cooperation scored by the participants evaluation of each RSG meeting); 4. increase by 20% from 2016 to 2020 the number of young entrepreneurs (aged 25-40) who create or improve a SME as a result of policy improvements proposed by the project. Sub objectives 1 and 2 are related to the progress that the public sector can make promoting the use of on line services and good practices to cut red tapes for SMEs. Here ICT services play a strategic role and potential solutions for better, faster and cheaper service delivery. This entails more than technological innovation. It reflects a radical shift in thinking about back office functions, as well as the interface between administration and users. It is also essential that SMEs are offered support in using digital services as reported by partner 5 (part B). (See C.5.1 and C.5.3). Sub objectives 3 and 4 are related to the involvement of stakeholders and MA in the decision making; every MA will cooperate closer with the partner and the RSG, ie make sure that the MAs acquire additional know for their functioning. RAPs are a tool for the partners to offer concrete improvements to the policy instruments; the project will be also an opportunity for SMEs to increase their knowledge about the ERDF funding opportunities and to submit successful applications, thus increasing their growth (See C.5.2).

1,999 / 2,000 characters

C.4 Project approach

| Describe the project approach to achieve the project's objective and to produce the intended outputs and results. | To produce the intended outputs and results the project will:
1) propose concrete actions (new projects or improved governance) to make public administrations responsive to SMEs' needs reducing the administrative burden, thus saving them time and money
2) focus on users' needs and expectations and interpret 'customer intelligence' in the context of « life events » and « journey maps », based on the steps that citizens and businesses actually take, not what the administration thinks they do
3) make sure that all relevant Stakeholders (in particular the MAs) contribute to develop and implement the RAP reporting at governmental level not only the decision taken and activities planned but also their needs and expectations
4) support young people in starting a new business or improve their SMEs services (see C.5)

ORGANISING THE INTERREGIONAL LEARNING PROCESS
Actions on the interregional learning process will be led by P5 Birmingham. The methodology will be based on the European Commission's Quality of Public Administration - A Toolbox for Practitioners: http://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=7757. |

Templates, timetables, etc will be proposed by P5 and the Lead Partner, agreed by the partners and monitored by the Project Secretariat.
The structure of the project will be:
STEP 1 Feb-16/Dec-18: IDENTIFY GOOD PRACTICES
* P5 Birmingham will lead the project-partners in assembling a Register of relevant Good Practices. The register will be regularly reviewed during the life of the project, and will remain open until Dec-18.
STEP 2 Apr-16/Aug-16: PEER REVIEW PROGRAMME
* panels of relevant experts from partners visit others to assess the "problems", suggest relevant good practices. A short Assessment Report will be prepared for each partner.
STEP 3 Oct-16/Dec-17: INVESTIGATE GOOD PRACTICES
* Partners will plan and undertake a programme of Study Visits, which will be organised in 2 cycles and prepared on the basis of the Assessment Reports. Each region will undertake 3 Study Visits to study identified GP; each visit delegation will comprise officials from the partner organisation, and from the members of the RSG. MAs will follow an extra separate session to exchange approach and methodologies on the topic of the project .
STEP 4 ADOPT GOOD PRACTICES
* Jan-18/May-18: All regions will hold an own-language 'Import Workshop'. This workshop is a crucial step in consolidating the learning process. Each workshop will involve relevant "export experts", ie experts on the aspects of good practices that the host region proposes to import (the experts may be staff, stakeholders or externals). The experts will assist the import regional 'stakeholders' to import their good practices and draft their RAP.
* Jun-18 partners will hold a full-project Technical Workshop at which all partners will discuss their draft RAP
* Jul-18 each partner will draft their RAP, to be formally considered by the relevant regional authorities by Oct-18.
* Sep/Nov-18 they will each hold an own-language regional conference to present to all relevant organisations and stakeholders their findings so far DEVELOPING THE ACTION PLANS
* Oct-17 project-partners will organise an extended technical workshop at which they will:
(1) discuss the SV outcomes in relation to the Peer Review reports;
(2) agree procedures and programme for the Import Workshops;
(3) agree a procedure and methodology for preparing RAP.
These 3 activities are interlinked, the RAP being the final (Programme-required) output. A basic methodology and template is essential, but we recognise that each RAP must reflect the reality of the local situation; so the process must allow for diversity, not only in the content but – when opportunities arise – in the timing too.
ROLE OF THE DIFFERENT STAKEHOLDER GROUPS
8 Regional Stakeholder Groups will be formed ie 1 per partner region. Each partner will be in contact with its RSG every 4 months. Their role will be different according to the role of the partner in the local contest, the specific needs and the addressed policy instrument.
 * Feb-16 partners will discuss their RSG, and agree some common approaches: each partner will have a standardised Reporting Form to be completed after each meeting with the RSG.
* Oct-16/Dec-17 stakeholders may participate in the SVs: in this way, further impact of the LSG into the network life can be achieved through the delegation of individual Stakeholder members to the various Study Visits.
* Jan-18/May-18 stakeholders will actively participate in their regional Import Workshop. Each workshop will be attended by c20 'local consortium' key decision-makers, ie an extended RSG
* Jun-18 Members of the RSG may be invited to participate partners in the Technical workshop to discuss draft RAPs etc * Sep/Nov-18 Members of the RSG will participate in the regional conferences.

4,894 / 5,000 characters

C.5 Communication strategy

Describe the communication strategy and the way it will contribute to achieving the project objectives. For each communication objective, summarise the main target group and the kinds of activities planned to reach it.

The PURE COSMOS general objective is to improve the effectiveness of public-sector support for SMEs (by 15% by 2020) through the policy instruments addressed by the project. In order to successfully achieve this project objective the Communication Strategy will:

1) promote the use of on line services and good practices dedicated to cut red tapes and reduce costs for SMEs (project sub objectives 1,2)
INDICATOR: 15% increase in awareness among local authorities (especially Managing Authorities) by 2020

2) involve the RSG and the MAs in the participation and development of the Regional Action Plans (project sub-objective 3)
INDICATORS: (1) 70% of stakeholders participation in RSG activities 2016-2020; (2) 80% of MAs involvement in RSG activities 2016-2020

3) spread the ERDF opportunities to SMEs, especillay to entrepreneurs aged 25-40 (project sub-objective 4)
INDICATORS: 20% increase in awareness among SMEs (especially entrepreneurs aged between 25 and 40) by 2020

During Phase 1, the communication activities will proactively pursue these three objectives, with emphasis on 1 and 2 . Different messages will be used in relation to the target groups. During Phase 2 the the communications activity will be mainly focussed on objectives 2 and 3.

COORDINATION AND MANAGEMENT
* P3 will coordinate the Communication activities. A project Communication Manager will be appointed by P3. He/she will be in regular contact with local communication officers in each partner, supporting them and monitoring the implementation of their local communication actions;
* A Communication Plan supporting the Communication Strategy will be agreed in Semester 1; it will provide guidance for all the activities to be implemented, considering the local/regional, national and EU levels.
* A monitoring and evaluation procedure will be part of the Plan: 3 evaluation reports will be issued during Semesters 2, 6 and 9 and shared with partners.

1,948 / 2,000 characters

Objectives	Target group	Activities
1. Promote the use of on line services and good practices dedicated to cut red tapes and reduce costs for SMEs. INDICATOR: 15% increase in awareness among target group by 2020. PURE COSMOS will disseminate the solutions and ideas how administrative simplification can contribute to the improvement of the grown of SMEs and their competitiveness. In particular, some key points will be disseminated in the following initiatives experienced in other administrations for the growth of SMEs: • reduce the length of processes and the time waiting for decisions • eliminate duplication • improve access and increase online services • reduce the time and cost for the public, business, and government.	• Local and regional authorities, responsible for SMEs and administrative reforms both in and outside partners' cities and regions • Managing Auhorities who will act as permanent co-operation partners in the local network .	• Project website, accessible for all the interested subjects both from partners and other EU regions, stakeholders and organizations • Social media pages (i.e. LinkedIn, twitter, Face book), providing dissemination opportunities • Project brochure (in English and translated in all partners' languages), both in printed and electronic version • Press releases, regularly issued in occasions of main project activities, both at project and partner levels • Press Conferences and briefings, organized by partners during crucial project phases • Final Conference, a 2-day event to be organized in Semester 8 by the LP, to present project final results and achievements, with the presence of high-level policy makers, stakeholder groups representatives and the MAs • Expert paper: P5 will produce 1 Expert Paper on the "Digital Birmingham », the « Log Book » Good Practice and other specific instruments to cut administrative burdens • Participation in EU events (e.g Open Days)
699 / 1,500 characters	224 / 1,500 characters	977 / 1,500 characters

Objectives	Target group	Activities
2. Involve the Regional Stakeholder Group and the MAs in the participation and development of the Regional Action Plans INDICATORS: a) 70% of stakeholders participate in RSG activities 2016-2020 b) 80% of MAs participate in RSG activities 2016-2020. In designing and delivering services, public administrations should not only rely on their own expertise and insights. Public service users and SMEs have to be involved in expressing their needs and expectations. PURE COSMOS Communication Strategy will describe and disseminate the added value of the RSG in Public Administration decisions so that every actual and potential interaction with the Public Administration is seen from the business viewpoint, considering the consequences of rules and regulations especially for SMEs. A special role will be given to the MA and their successful cooperation with cities in order to have a real impact on the Operational Programmes and policy instruments identified by partners. 978 / 1,500 characters	• SMEs representatives from the age of 25 to the age of 60 • Chambers of Commerce, to improve their services as institutions for assisting SMEs • Specialized networks, as SMART cities Network or Digital specialists to provide examples to disseminate among PURE COSMOS partners and non partners 294 / 1,500 characters	• E-newsletters (in English and with summaries in all partners' languages), 1 per Semester. These will feature contributions from all the involved actors, but also to all partner contacts, to inform about the project progress •Final Conferences, a 2-days event to be organized in Semester 8 by the LP, to present project final results and achievements, with the presence of high-level policy makers, stakeholder groups representatives and the MAs • Project website • Social media pages • Project brochure • Expert paper: LP will produce an expert paper on how to involve the RSG in the Public Administration activities and how to achieve improved and more reliable forms of "vertical cooperation" – from the neighbourhood across the city level to the level of Managing Authorities, creating regional authorities all over Europe with a new and decisive responsibility in the field of administrative reforms. 958 / 1,500 characters
3. Spread the ERDF opportunities to SMEs, especially to young entrepreneurs from the age of 25 to the age of 40 INDICATORS: 20% increase in awareness among target group by 2020. In many EU Member States the ERDF funds have not yet been adequately known, spent and used; they represent, instead, a real opportunity for growth and change for SMEs. PURE COSMOS will inform, about the benefit of ERDF programme and will spread information about the ERDF opportunities their existence and their general characteristics to SMEs. The PURE COSMOS partnership includes 2 Development Agencies, 1 Development Investment Bank and 1 direct MA; these partners can play a crucial role in the ERDF measures in and outside the partnership 724 / 1,500 characters	• Potential applicants to the different ERDF funds in particular young entrepreneurs from the age of 25 to the age of 40 120 / 1,500 characters	The Project website and Social media pages can play a key role in this objective as well – here clear messages can be communicated to the wider public • Regular press releases in local media tools about the relevant open calls on national and international level as well • Expert paper: P3 will produce an expert paper on the ERDF 2014-2020 priorities and opportunities in particularly focused on enhance the competitiveness of SMEs for young entrepreneurs and citizen • Regional conferences that will involve young entrepreneurs from the age of 25 to the age of 40 in order to spread the ERDF opportunities to SMEs. 620 / 1,500 characters

C.6.1 Overview of the expected outputs and results

OUTPUTS
A GOOD PRACTICE REGISTER will contain c50 relevant practices, drawn from the consortium members and other organisations. It will respond to the needs identified through the 8 PEER REVIEWS (1 per partner) done at the start of the project. 24 STUDY VISITS (3 per partner) will be made to study identified good practices. 8 IMPORT WORKSHOPS (1 per partner) will be held: relevant partner-experts will advise on GPs that the host region proposes to import.
8 REGIONAL ACTION PLANS (1 per partner) will set out the partners' agreed proposals for improving their target policy instrument
8 LOCAL STAKEHOLDERS GROUPS (1 per partner) will ensure that relevant organisations are involved in preparing the policy improvement proposals
PURE COSMOS will also collaborate with the IE Programme's POLICY LEARNING PLATFORM
A COMMUNICATIONS STRATEGY (duly monitored and evaluated) with outputs (press releases, e-newsletters, expert papers, etc) will inform target groups about the project [see sC5].
8 REGIONAL CONFERENCES
8 Managing Authority Funding Guidelines for funding for new projects
3 surveys and 1 report (semester 10)

RESULTS
8 policy instruments will be improved (6 ERDF, 2 others) on the basis of good practices transferred. The effectiveness of public-sector support for SMEs will be improved by 15% by 2020.
BY SUB-OBJECTIVES
1: reduce cost to SMEs by 10% by 2020. Two policy instruments (P1, P5) will focus on the reduced cost to SMEs. P1 will focus on NEW PROJECTS showing e-Procurement services such as e-payments and e-invoicing. P5 will propose IMPROVED GOVERNANCE to shape the nature of future projects and calls that will be funded through the European Structural Investment Fund of the UK-GBSLEP.
2: improve service to SMEs by 20% by 2020. Six policy instruments (P2, P3, P4, P6, P7, P8) will focus on improved service to SMEs: P2, P3, P7 will propose NEW PROJECTS implementing advanced e-Government models: P2 will focus on One Shop Stop Model; P3 and P7 will focus on advanced ITC tools for SMEs; P4, P6, P8 will act "IMPROVING GOVERNANCE". P4 will focus on IT administrative solutions and new job places creation focusing on ERDF TO3 and TO8; P6 will propose more business-friendly ITC services and regional legislation review; P8 will simplify and speed up the launching of new businesses calls
3: increase by 20% by 2020 the "integrated approach" between the different levels of government. All RAPs will be prepared with intense cooperation between the key decision-makers (horizontal cooperation) and between the city and the MAs (vertical cooperation). The project will work closely with Policy Learning Platform on both the RAP integration and the creating an EU-wide community.
4: increase by 20% by 2020 the number of young entrepreneurs (aged 25-40) who create or improve a SME as a result of policy improvements proposed by the project: P4, P5, P6, P8 will "IMPROVE GOVERNANCE" to encourage young people to start new business or improve their SMEs.

2,984 / 3,000 characters

C.6.2 Indicators

Result indicators	Target
No. of Growth & Jobs or ETC programmes addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed with structural funds link	7
No. of other policy instruments addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed without structural funds link	1
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)	2000000
Estimated amount of other funds influenced (in EUR)	200000

Policies	Self-defined performance indicators	Target
Policy 1	Reduced cost to SMEs benefiting from the instrument (% cost reduction) by 2020	10
Policy 2	Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020	15
Policy 3	Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020	12

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Policies	Self-defined performance indicators	Target
Policy 4	Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020	50
Policy 5	Reduced cost to SMEs benefiting from the instrument (% cost reduction) by 2020	10
Policy 6	Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020	10
Policy 7	Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020	20
Policy 8	Improved service delivery to SMEs benefiting from the instrument (% improvement) by 2020	10

Output indicators	Target
No. of policy learning events organised	48
No. of good practices identified	50
No. of people with increased professional capacity due to their participation in interregional cooperation activities	40
No. of action plans developed	8
No. of appearances in media (e.g. press)	145
No. of new visitors to project website since last reporting period	100

C.6.3 Innovative character

PURE COSMOS network will be innovative in two ways:
1)"Re-engineering" Public Administration process and prospective: it means looking at how the interface with the administration is experienced from the end-user's perspective and tailoring the 'back-office' of Public Authorities processes to make service delivery as user-friendly as possible
2) Establish innovative and efficient forms of regional governance: a "constructive cooperation" between the different levels of government and relevant MAs. In particular
1) at local level:
1.a) the import workshops in each participating city will offer a chance for the cities and the MAs to enter into a structured dialogue around the topic of the project.
2) At international level:
2.a) all partners have defined their policy instruments around which the MAs must be involved. The project can give a "new role" to MAs. It includes topics such as "guidelines" they can provide to their cities, on what they expect when they offer funding opportunities
2.b) the MAs can use the PURE COSMOS network as a "platform" to discuss their role problems and challenges and to take and act out joint positions on the topic competitiveness of SMEs policy in European cities.
SYNERGIES WITH OTHER INITIATIVES
ENSPIRE EU: inspiring Europeans to become entrepreneurs and to put emphasis on the fact that there are very good supporting structures for people to become entrepreneurs. I4C Call 4; 12 partners.
ERMIS: jointly develop effective and transferable governance models for Local Innovation Systems dedicated to fostering value innovation in SMEs. I4C Call 4;15 partners.
EVITA: reinforcing social, economic and territorial cohesion, by making ICT products and services more accessible. I4C Call 4;14 partners
PROSPECTS: improving the efficiency of regional policies in the field of SMEs promotion and entrepreneurship in the former and current mining regions. I4C Call 4;11 partners
FOLLOW-UP PROJECTS ADDED-VALUE
The project is completely a new initiative.

1,999 / 2,000 characters

C.6.4 Durability of results

Durability of achievements will be ensured as follows:

6 of 8 RAPs will improve ERDF policy instruments (thus 2 address local strategies). Each RAP indicates the sub actions linked to SME competitiveness measures in ERDF (P1, P2, P4, P6, P7, P8) or local programmes (P3, P5). All 8 policy instruments are supported by dedicated funds. P1, P2, P3, and P7 will develop new projects through the dedicated budgets for SMEs. P4, P5, P6 and P8 will act "improving governance" therefore they will use dedicated ERDF funds of local programmes in order to develop solutions for administrative procedures, review the regional legislation or creation of new working places. PP4 has ensured durability of its actions by agreeing with the MA to focus on two thematic objectives iin order to highlight the creation of new job places.

PURE COSMOS durability is also linked to sub-objective 3 ie good "horizontal cooperation" at local level – making sure that all relevant key players, associations and organisations contribute to the development and implementation of the RAPs and at the same time a good "vertical cooperation" between city and regional levels. This high-intensity cooperation aims to ensure durability by creating momentum and commitment between all the relevant actors, so that the project's achievements will be carried forward using all opportunities and despite any barriers.
Moreover, PURE COSMOS will create a new form of international cooperation among the involved MAs stimulating their work amongst themselves as a group of MAs who can equally share experiences, ideas and problems and start their own process of mutual coproduction in the field of the project.

1,678 / 2,000 characters

C.7 Horizontal principles

	Type of contribution	Description of the contribution
Sustainable development	Neutral	Collectively SMEs have considerable environmental impact. However, given the various challenges with which they are confronted, and the perception that their individual impact is not significant, it is unlikely that environmental concerns will figure high on their business agendas. By supporting SMEs facilitating them wherever possible, removing potential impediments to business initiative, investment and innovation and assisting them with capacity building, particularly with environmental standards, Public Authorities can help SMEs to integrate sustainable development thinking into their production processes and operations.
		636 / 1,000 characters
Equal opportunities and non-discrimination	Neutral	Making public administration responsive to SMEs' needs implies not only the modernization of the public system but also the possibility to offer equal opportunities to all SMEs and citizens. Use of online public services, for example, is a key procedural solution to many general problems currently facing the public sector but it is a way to improve accessibility to all the kind of SMEs and citizen, offering them equal opportunities (on line tools) irrespective of gender, age, race, (dis)ability, wealth. In sub objective 4, the project will focus (positively discriminating) in favour of young entrepreneurs aged 25-40.
		625 / 1,000 characters

	Type of contribution	Description of the contribution
Equality between men and women	Neutral	Eurostat study "Employment Rate by Sex" and the "Europe 2020 Strategy" report that only 62% of working age-women (20-64 years old) are active in the European labour market, compared to a 75% employment rate for men and an overall Europe 2020 employment target of 75%. The key objective of PURE COSMOS is to increase the growth and development of SMEs; within the Regional Action Plans the project will promote policies related to women. In particular, the addressed policy instruments will include the following actions: 1. Give opportunity to entrepreneurial women business leaders to create growth and jobs by introducing quotas at administrative boards; 2. Use some ERDF funds to create women-friendly SME financing facilities, microfinance institutions, etc; 3. Support enterprises with☐ a mission to promote women in business and connect women to pan-European and global innovation and business networks. 910 / 1,000 characters
Digital agenda for Europe	Neutral	The aim of the flagship Digital agenda for Europe is to deliver sustainable economic and social benefits from a Digital Single Market based on fast and ultra fast internet and interoperable applications, with broadband access for all by 2013, access for all to much higher internet speeds (30 Mbps or above) by 2020, and 50% or more of European households subscribing to internet connections above 100 Mbps. PURE COSMOS will use online public services as a procedural solution to many general problems currently facing both the public sector and SMEs, thereby harvesting the gains in transparency, efficiency and effectiveness of services. 639 / 1,000 characters

C.8.1 Management arrangements

DAY-TO-DAY MANAGEMENT AND COORDINATION: STRUCTURE, RESPONSIBILITIES AND PROCEDURES
The structure is as follows:
1. P1 Genoa as LEAD PARTNER will be responsible through a nominated PROJECT MANAGER for fulfilling the terms of the subsidy contract and co-ordinating the overall project.
2. A PROJECT SECRETARIAT, working on a daily basis on project management and financial administration, will report to the Project Manager. The Secretariat will be a qualified specialist, at all times accountable to Genoa, who will remain solely responsible for delivering the outputs and performance as specified in the Subsidy Contract.
3. A LEADERHIP TEAM, ie the partners responsible for the main activities, will coordinate their areas of responsibility on a monthly basis, supported by the Project Secretariat. The team is P1 Genoa (Project Manager), P3 3 Észak-Alföld (Communications), P5 Birmingham (Interregional Learning).
4. THE PROJECT MANAGEMENT GROUP (PMG), meeting 6-monthly, will ensure strategic direction and accountability. Chaired by the Lead Partner and composed of one representative from each project-partner, it will meet eight times during the project to plan activities and receive progress updates from project-partners and the Project Secretariat. Decisions will normally be by consensus, or by majority vote if necessary. The status of the Project Management Group will be formally confirmed in the Partnership Agreement.
5. A LOCAL PROJECT MANAGER for each project-partner will have direct management responsibility for the local delivery of the project. Local project managers will also be responsible for ensuring that their Local Stakeholders Groups fully participate in PURE COSMOS.

DAY-TO-DAY COMMUNICATION WITHIN AND BEYOND THE PARTNERSHIP
INTERNAL communications will rely primarily on email. Project-partners will be encouraged to use eg Skype to enable cheap easy conference calls. In addition we will use a project intranet function (eg Basecamp or similar) for group communications, a project calendar, and for storing core documents. Each partner's local project manager will be responsible at all times for ensuring reliable communications with the LP and others.
EXTERNAL. (1) With Local Stakeholders Group members, communications will be the responsibility of partners' local project managers, who will establish appropriate systems. P3 (Communications Leader) will monitor this traffic at each PMG meeting. (2) With other target groups, P3 will be responsible for ensuring that the Communications Strategy (see sC5) is delivered according to plan.

DAY-TO-DAY FINANCIAL MANAGEMENT AND REPORTING
The PROJECT FINANCE MANAGER (based in Genoa) will be responsible for the overall financial claims and reports. S/he will be supported by the PROJECT SECRETARIAT at project level (responsible for day-to-day financial management, ie budget control and report-preparation) and a designated LOCAL FINANCE MANAGER at partner level (responsible for local financial management and for elaborating the local financial reports / payment claims). Main tasks are as follows:
BUDGET CONTROL: The principal budget control will lie with the Lead Partner, through the Secretariat. A central budget monitoring system will be set up, showing planned/actual expenditure per Partner, Cost-Category and Project-Period. Each partner will set up its own budgeting system but will be expected to ensure that this is consistent with the central system. Budget performance will be reviewed at the end of each project-period
ACCOUNTING/VERIFICATION:. At PARTNER-LEVEL each partner will appoint a FLC to carry out verifications in accordance with national and EU legislation. At PROJECT-LEVEL the Project Secretariat will make sure that partner expenditure is correct and relevant to the project

3,819 / 4,000 characters

C.8.2 Project coordinator

Will project management be externalised?   Yes

C.8.3 Finance manager

Will financial management be externalised?   Yes

C.8.4 Communication manager

Will communication management be externalised?   No

PART D – Work plan

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

Semester 1
04/2016 - 09/2016

a) Exchange of experience

[see also sC4].
Apr-16: P5 Birmingham (Leader) will lead the project-partners in assembling a Register of relevant Good Practices (not for publication). These will be gathered from (a) the partner regions (partners will provide); (b) elsewhere within the EU (P5 will seek relevant examples). The register will be regularly reviewed during the life of the project, and will remain open until March-19.
Apr-16: at PMG1 partners will:
* review progress on the Register of Good Practices,
* agree the methodology and programme for Peer Reviews and initial plans for Study Visits
* consider the draft methodology for performance indicators data-surveys and agree next steps
* discuss their Regional Stakeholders Groups, and agree some common approaches.
Jun-16: P5 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this;
Jun-16: Peer Reviews will commence. The methodology will be based on the European Commission's Quality of Public Administration A Toolbox for Practitioners. Each partner will host a 2-day event at which up to 5 experts from other partners will assess the situation, suggest good practices. These experts may be staff, local stakeholders or external experts. The host partner will report its review according to procedures agreed at PMG1. "Joint visits" may be agreed at PMG1. "Joint visits" mean that a partner hosts two (or more) partners at the same time. This will be arranged between the partners considering the good practices of interest, convenience for the host etc.
Sep-16: Partners hold first meetings with Regional Stakeholders Groups, according to the methodology agreed at PMG1. At the Application stage partners agreed that they would meet every 4 months with their Groups.

1,792 / 3,000 characters

b) Communication and dissemination

Apr-16: P3 (Communication Manager) will draft the Communication Plan. P3 will provide guidance for activities to be implemented and outputs to be realized, considering the local/regional, national and EU levels, to provide a widespread coverage. It will be updated at the end of Phase 1, following the development of Regional Action Plans and the results of the monitoring and evaluation process
Apr-16: PMG1 confirms the Communication Plan, agrees actions for the next 6 months, especially the regional launches and use of social media.
May-16: P3 will issue Press release #1 to announce the project start. Each partner will use it as basis to produce local press releases in their own languages.
Jun-16: P3 drafts project brochure; all partners contribute
Jul-16: Project website and social pages launched (prepared by P3, all partners contribute material); P3 prepares E-newsletter #1 (project launch) all partners summarise in own-language and publish
Jul-16: Lead partner and partners publish press releases (project launch)
Sep-16: P3 finalises the project brochure, P1 arranges printing and distribution (A4 four-sides) to introduce the project; partners will prepare an A4 two-side own-language version for regional use, with or without the full brochure.
Sep-16: all partners will do a regional launch of the project, using brochure, website, newsletter, social pages. The launch will be virtual (no event) and aimed at key targets.

1,452 / 1,500 characters

c) Project management

Feb-16. The Lead Partner will appoint a Project Secretariat and set up financial etc systems
Apr-16. The leadership team (P1, P3, P5, Secretariat – see also sC8.1) will initiate advance planning on all Tasks
Apr-16: The Secretariat will arrange PMG1 (Project Management Group) hosted by P1 which will discuss/agree: (1) working and financial arrangements for the project, including guidelines for partners, (2) the final Partnership Consortium Agreement; (3) methodologies, procedures and specifications for the Register of Good Practices; the Peer Review; Study Visits, performance indicator data-surveys, Regional Stakeholders Groups, (4) timetables for the Communications Plan, procedures and specifications for Press Releases, E-newsletters, Project brochure, Project website and social pages
Jul-16: The Secretariat will issue the necessary briefings to partners about the preparation of the Progress Report

919 / 1,500 characters

Main Outputs

4 Peer reviews
Procedures for Exchange of Experience activities: Good Practice Register, Peer Reviews, Regional Stakeholders Groups, performance indicator data-surveys, Study Visits
8 Regional Stakeholders Group meetings, duly reported.
Support actions, as requested, for the Policy Learning Platform
One Communication Plan
One project website
One project brochure (printed: A4, 1000 copies, in EN with a summary in each project language)
1 E-newsletter, published in all project-languages
9 press releases (1 project, 8 partner)
8 regional launches through the media
One Subsidy Contract; one Partner Consortium Agreement signed by all partners;
One Project Management Group meeting;
One set of guidelines for partners' project and financial management
One set of procedures for all Tasks

797 / 1,000 characters

Semester 2
10/2016 - 03/2017

a) Exchange of experience

[see also SC4].
Oct-16: P5 will complete the first draft of the Good Practices Register
Oct-16: Study Visits starts; 4 Study Visits in this Semester. Each will be reported according to the agreed procedures, and the reports shared between project-partners. The main focus of this semester will be the STUDY VISITS: each partner will undertake 3 Visits; an estimation of 2.5 people per partner per meeting on average will take part. All partners may host visits (depending on demand). Joint visits will be arranged wherever possible. "Joint visits" means that a partner hosts two (or more) partners at the same time. This will be arranged between the partners considering the good practices of interest, convenience for the host etc. Some interpretation is budgeted for, so participation is not limited by language ability. Project-partners will (1) select good practices to import and (2) agree an initial programme of Study Visits, they will also finalise procedures for planning and reporting.
Nov-16: PMG2 reviews progress and outputs of the Peer Reviews and Register; finalises the methodology for performance indicator data-surveys.
Dec-16: P5 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this
Feb-17: [indicative]: Partners hold meetings with their Regional Stakeholders Groups.
Mar-17: Partners will complete all Peer reviews, and submit their reports to the Secretariat and P5
Mar-17: P5 will finalise the Good Practices Register, taking account of recommendations from the peer reviews; it will remain open until the end of Phase 1
March-17: All partners undertake performance indicators data-survey #1 (base data to measure performance agains project sub-objectives 1, 2, 4; further surveys in Semesters 6 and 9)

1,810 / 3,000 characters

b) Communication and dissemination

Oct-16: All partners will launch project web-pages on their organisations' websites
Nov-16: at PMG2 the partners will (1) review progress on the Communications Plan (2) agree actions for the next 6 months (3) discuss and agree a plan of action for (a) establishing focus groups, (b) preparing and publishing Expert Papers.
Dec-16: P3 prepares E-newsletter 2 (Study Visits) all partners summarise in own-language and publish
Dec-16: Partners and stakeholders will start to animate social media

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Feb-17: P3 will issue Press release #2 to announce the realization of the Good Practices Register. Each partner will use it as basis to produce local press releases in their own languages.
Feb-17: P3 will update project website with project-partners' contributions.
Feb-17: P3 will prepare the first Communication monitoring report and discuss it with P1 and P5.
Mar-17: P5 publishes Expert paper on "Digital Birmingham », the « Log Book » Good Practice and other specific instruments to cut administrative burdens
Partners and stakeholders will continue to animate also social web-media

1,081 / 1,500 characters

c) Project management

Nov-16. Each partner will submit an activity and audited financial report to the Lead Partner. The Secretariat will verify reports and compile a six-monthly Progress Report, with an Activity Report and independently audited Financial Report, to be sent to the Joint Secretariat.
Nov-16: The Secretariat will arrange PMG2 (hosted by P5) which will (1) review progress on Study Visits, (2) review progress on the Communications Plan; agree actions for the next 6 months; confirm plans for (a) focus groups, (b) Expert Papers, (3) plan the preparation of the Progress Report
Feb-17: The Secretariat will issue the necessary briefings to partners about the preparation of the Progress Report

691 / 1,500 characters

Main Outputs

4 Peer reviews
1 good practices register (not for publication)
4 Study Visits
8 Stakeholder Group meetings,
8 performance indicator data-surveys #1
Support actions, as requested, for the Policy Learning Platform
8 partners' web-pages launched
1 E-newsletter, published in all project-languages
9 press releases (1 project, 8 partner)
1 Expert paper
1 Communication monitoring report
Social web-media activity
One six-monthly Progress Report, comprising an Activity Report and independently audited Financial Report;
One Project Management Group meeting
One regional activity and audited financial report from each partner (8 in total)

639 / 1,000 characters

Semester 3

04/2017 - 09/2017

a) Exchange of experience

[see also sC4].
Apr-17/Sep-17: Study Visits continue, 10 Study Visits in this Semester;
Apr-17]: Partners hold meetings with their Regional Stakeholders Groups.
May-17: PMG3 reviews Study Visits; reviews performance indicator data-survey #1
May-17: P5 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this;
Jun-17: [indicative]: Partners hold meetings with their Regional Stakeholders Groups.

473 / 3,000 characters

b) Communication and dissemination

May-17: PMG3: the partners will (1) review progress on the Communications programme Plan (2) , agree actions for the next 6 months (3) discuss the first Communication monitoring report and agree any necessary changes in order to meet the Communications Strategy objectives.
Jul-17: P3 prepares E-newsletter 3 (Study Visits) all partners summarise in own-language and publish
Jul-17: P3 will issue Press release #3 to summarise the good practices identified to date from the Study Visits. Each partner will use it as basis to produce local press releases in their own languages.
Jul-17: P3 will update project website with project-partners' contributions.
Sep-17: Expert paper: P1 will produce an expert paper on how to involve Regional Stakeholders in the Public Administration activities
Partners and stakeholders will continue to animate also social web-media

862 / 1,500 characters

c) Project management

Apr-17. Each partner will submit an activity and audited financial report to the Lead Partner. The Secretariat will verify reports and compile a six-monthly Progress Report, with an Activity Report and independently audited Financial Report, to be sent to the Joint Technical Secretariat.
May-17. The Secretariat will arrange PMG3 (hosted by P4) which will (1) review and plan Study Visits; (2) review performance indicator data-survey #1; (3) review progress on the Communications Plan; agree actions for the next 6 months;
Jul-17. The Secretariat will give advance warning to partners for preparing the Progress Reports

622 / 1,500 characters

Main Outputs

10 Study Visits
8 Stakeholder Group meetings
Support actions, as requested, for the Policy Learning Platform
1 E-newsletter, published in all project-languages
9 press releases (1 project, 8 partner)
1 Expert paper
Social web-media activity
One six-monthly Progress Report, comprising an Activity Report and independently audited Financial Report;
One Project Management Group meeting;
One regional activity and audited financial report from each partner (8 in total)

473 / 1,000 characters

Semester 4

10/2017 - 03/2018

a) Exchange of experience

[see also sC4].
Oct-17/Mar-18:10 Study Visits
Nov-17: PMG4 reviews Study Visits, plans Import Workshops, agrees RAP design
Nov-17: PMG4 will include an extended technical workshop at which partners will: (1) discuss the Study Visits outcomes in relation to the Peer Review reports; (2) agree procedures and programme for the Import Workshops; (3) agree a procedure and methodology for preparing Regional Action Plans. Members of the Regional Stakeholders Groups may be invited to participate.
Dec-17: P5 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this;
Jan-18: [indicative]: Partners hold meetings with their Regional Stakeholders Groups.
Mar-18: Each involved Managing Authority will produce Funding Guidelines describing what they expect exactly when they offer funding for new projects

873 / 3,000 characters

b) Communication and dissemination

Nov-17: PMG4: the partners will (1) review progress on the Communications programme Plan (2) , agree actions for the next 6 months
Jan-18: P3 prepares E-newsletter 4 (Study Visits) all partners summarise in own-language and publish
Feb-18: P3 will issue Press release #4 to summarise the good practices identified from the Study Visits. Each partner will use it as basis to produce local press releases in their own languages.
Feb-18: P3 will update project website with project-partners' contributions.
Mar-18: LP will produce an expert paper on how to involve the RSG in the Public Administration and the MAs role

Partners and stakeholders will continue to animate also social web-media

690 / 1,500 characters

c) Project management

Sep-17. Each partner will submit an activity and audited financial report to the Lead Partner. The Secretariat will verify reports and compile a six-monthly Progress Report, with an Activity Report and independently audited Financial Report, to be sent to the Joint Technical Secretariat.
Nov-17: The Secretariat will arrange PMG4 (hosted by P8) which will (1) review project management, budgets etc, (2) [communications], (3) Study Visits, Import Workshops, Regional Action Plans.
Feb-18. The Secretariat will give advance warning to partners for preparing Progress Reports

575 / 1,500 characters

Main Outputs

Procedures for Regional Action Plans, Import Workshops
10 Study Visits
8 Stakeholder Group meetings
8 Managing Authority Funding Guidelines
Support actions, as requested, for the Policy Learning Platform
9 press releases (1 project, 8 partner)
1 Expert paper
1 E-newsletter, published in all project-languages
Social web-media activity
One six-monthly Progress Report, comprising an Activity Report and independently audited Financial Report;
One Project Management Group meeting;
One internal review of project management, budgets etc,
One regional activity and audited financial report from each partner (8 in total)

625 / 1,000 characters

Semester 5
04/2018 - 09/2018

a) Exchange of experience

[see also sC4].
Apr-18: Import Workshops commence, according to the timetable agreed at PMG4. Each project-partner hosts one. The IMPORT WORKSHOP is a crucial step in consolidating the learning process. Each workshop will involve up to 5 relevant "export experts", ie experts on the aspects of good practices that the host region proposes to import (the experts may be staff, stakeholders or externals). The experts will assist the import regional 'stakeholders' to import their good practices and draft their Regional Action Plan. Each workshop will be attended by c20 'local consortium' key decision-makers, in particular MAs representatives and key representatives of the Regional Stakeholders Group. The proceedings will normally be in own-language, so that the maximum learning can be achieved. Each Import Workshop will be carefully planned in advance; according to the procedures agreed at PMG4.
Apr/Sep-18: Regional Stakeholders Groups and MAs will be especially active during this period.The MAs will negotiate with the partners possible solutions Precise involvement will reflect local circumstances, and will be specified as part of the planning procedures agreed at PMG4.
Jun-18: PMG5 will include an extended technical workshop at which partners will discuss their draft Regional Action Plans, we envisage that each draft RAP will be briefly reviewed by (some of) the experts that undertook the Peer review in Semester 1.
Jul-18: P5 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this;
Sep-18: Import Workshops completed, 8 in this period

1,640 / 3,000 characters

b) Communication and dissemination

Jun-18: PMG 5 will review progress on the Communications programme; plan regional conferences, and any end-Phase 1 promotion
Jul-18: P3 prepares E-newsletter #5 (Import Workshops) all partners summarise in own-language and publish
Jul-18: P3 will issue Press release #5 to summarise the outcomes from the Import Workshops. Each partner will use it as basis to produce local press releases in their own languages.
Jul-18: P3 will update project website with project-partners' contributions.
Sep-18: Expert paper: P3 will produce an expert paper on the ERDF 2014-2020 priorities and opportunities in particularly focused on enhance the competitiveness of SMEs for young entrepreneurs and citizen
Partners and stakeholders will continue to animate also social web-media

768 / 1,500 characters

c) Project management

Apr-18. Each partner will submit an activity and audited financial report to the Lead Partner. The Secretariat will verify reports and compile a six-monthly Progress Report, with an Activity Report and independently audited Financial Report, to be sent to the Joint Technical Secretariat.
Jun-18: The Secretariat will arrange PMG5 (hosted by P7) which will (1) review outcomes from the Import Workshops and progress on draft Regional Action Plans; plan performance indicator data-survey #2 (Sep-18), (2) confirm plans for the Regional Conferences, (3) plan Phase 2 of the project, in particular any proposals for Pilot Projects to be proposed for approval by the Programme.
Jul-18. The Secretariat will give advance warning to partners for preparing Progress Reports

767 / 1,500 characters

Main Outputs

8 Regional Import Workshops
8 draft Regional Action Plans available for consultation and consideration.
Support actions, as requested, for the Policy Learning Platform
1 E-newsletter, published in all project-languages
9 press releases (1 project, 8 partner)
1 Expert paper
Social web-media activity
One six-monthly Progress Report, comprising an Activity Report and independently audited Financial Report;
One Project Management Group meeting;
One regional activity and audited financial report from each partner (8 in total)

532 / 1,000 characters

Semester 6
10/2018 - 03/2019

a) Exchange of experience

[see also sC4].
Oct-18: 8 Regional Action Plans finalised for formal consideration by the owners of the policy instruments
Dec-18: [indicative]: Partners hold meetings with their Regional Stakeholders Groups.
Jan-19: PMG6: (1) P5 Birmingham leads discussions on good practice transferability (lessons learned from Study Visits and RAPs); proposes plans for reporting data-survey results. (2) Partners report on the adoption of the Regional Action Plans by relevant regional authorities.
Jan-19 All partners undertake performance indicator data-survey #2 (to measure performance against project sub-objectives 1, 2, 4)
Feb-19: 9 RAPs "approved" by the owners of the policy instruments
Feb-19: P5 will contact the Policy Learning Platform and then arrange the requested cooperation, all other project-partners will support this;
Feb-19: [indicative]: Partners hold meetings with their Local Stakeholders Groups.
Feb-19: P5 completes interim report on performance indicators (final report in Semester 10)
Oct-18/Mar-19: 8 Regional conferences will be organized by the partners: the idea of organizing the regional conferences is linked to the objectives 3 and 4 of the project. They are conferences dedicated to a wider public that the members of the stakeholder groups because they will involve young entrepreneurs from the age of 25 to the age of 40 in order to spread the ERDF opportunities to SMEs.

1,403 / 3,000 characters

b) Communication and dissemination	Nov-18: P3 will prepare Communication monitoring report #2 Nov-18/Mar-19: each project-partner will hold a Regional Conference (8 in total) to promote their RAP to their target groups. Jan-19: PMG6. Partners will (1) discuss Communication monitoring report #2 and agree any necessary changes in order to meet the Communications Strategy objectives (2) review regional conferences, Jan-19: P3 prepares E-newsletter #6 (Regional Conferences and Action Plans) all partners summarise in own-language and publish Feb-19: P3 will issue Press release #6 to summarise the Regional Action Plans. Each partner will use it as basis to produce local press releases in their own languages. Feb-19: P3 will update project website with project-partners' contributions. Mar-19: Lead partner and partners publish press releases (draft Regional Action Plans) Partners and stakeholders will continue to animate also social web-media

918 / 1,500 characters

c) Project management	Nov-18. Each partner will submit an activity and audited financial report to the Lead Partner. The Secretariat will verify reports and compile a six-monthly Progress Report, with an Activity Report and independently audited Financial Report, to be sent to the Joint Technical Secretariat. Jan-19. The Secretariat will arrange PMG6 (hosted by P6) which will (1) review project management, budgets etc, (2) review progress on the Communications programme and agree plans for Semesters 7 and 8; (3) Study Visits, Import Workshops, Regional Action Plans (4) confirm plans and procedures for Phase 2 of the project. Feb-19. The Secretariat will give advance warning to partners for preparing Progress Reports

705 / 1,500 characters

Main Outputs	8 adopted Regional Action Plans 8 Stakeholder Group meetings 8 performance indicator data-surveys #2, 1 report Support actions, as requested, for the Policy Learning Platform 9 press releases (1 project, 8 partner) 8 regional conferences 1 e-newsletter, published in all project-languages 1 Communication report submitted One Project Management Group meeting; Social web-media activity One six-monthly Progress Report, comprising an Activity Report and independently audited Financial Report;

496 / 1,000 characters

D.2 PHASE 2 - Detailed work plan per period

Semester 7

04/2019 - 09/2019

a) Action plan implementation follow-up	Each region starts the implementation of its action plan. The relevant stakeholders for the implementation are mobilised.
b) Communication and dissemination	The partners ensure regular updates of the project website with information on the action plans implementation.
c) Project management	
Main Outputs	Website updates

Semester 8

10/2019 - 03/2020

a) Action plan implementation follow-up	Each partner monitors the action plan implementation by contacting the stakeholders and beneficiaries of the different actions. All partners meet to learn from each other by exchanging on the success and difficulties met in the implementation of their action plan.
b) Communication and dissemination	The partners ensure regular updates of the project website with information on the action plans implementation.
c) Project management	Each partner reports the progress made in implementing the action plan. The lead partner compiles the information and prepares the report for the joint secretariat.
Main Outputs	1 project meeting Website updates 1 annual progress report

Semester 9

04/2020 - 09/2020

a) Action plan implementation follow-up	Each partner continues monitoring the action plan implementation and is in regular contacts with the stakeholders and beneficiaries of the different actions.
b) Communication and dissemination	The partners organise a final dissemination event gathering executives and policy makers from the regions and from other relevant institutions. The aim is to promote the project achievements and to disseminate the results of the action plans implementation to a large audience. The project website is updated accordingly.
c) Project management	
Main Outputs	1 high-level political dissemination event Website updates

Semester 10

10/2020 - 03/2021

a) Action plan implementation follow-up	Each partner finalise the monitoring of the action plan implementation. Each partner discuss the results of this implementation with the relevant regional stakeholders and beneficiaries. All partners meet to exchange and draw conclusions on the two years of action plan implementation.

b) Communication and dissemination	The partners ensure regular updates of the project website with information on the action plans implementation.
c) Project management	Each partner summarises the level of achievement of their action plan. The lead partner compiles the information and prepares the final report for the joint secretariat.
Main Outputs	1 project meeting Website updates 1 annual progress report 1 final project report

PART E – Project budget

E.1 Budget breakdown per budget line and partner

Partner	Preparation costs	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Revenues	Total partner budget
1. Municipality of Genoa	15,000	166,539	24,980	17,000	153,600	0	0	377,119
2. Municipality of Florence	0	116,063	17,409	14,800	50,400	0	0	198,672
3. Hajdú-Bihar County Government	0	96,000	14,400	15,800	42,000	1,000	0	169,200
4. Development Bank of Saxony-Anhalt	0	220,000	33,000	16,000	33,000	0	0	302,000
5. Birmingham City Council	0	250,000	37,500	15,600	38,400	0	0	341,500
6. Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	0	86,000	12,900	19,800	33,100	0	0	151,800
7. Ústí Region	0	69,000	10,350	18,400	24,200	0	0	121,950
8. Regional Government of Extremadura	0	66,900	10,035	23,900	55,500	0	0	156,335
	0.82 %	58.86 %	8.83 %	7.77 %	23.66 %	0.05 %	0.00 %	
Total	15,000	1,070,502	160,574	141,300	430,200	1,000	0	1,818,576

Net revenues after project end

Will any of the partners receiving funding from the programme generate net revenues from the project after the project has ended? | No

E.2 External expertise and services

	Type of costs	Description	Contracting partner	Amount
1	Meeting costs: partner meeting	Organisation of 1 partner meeting: venue, interpretation etc 1 Peer Review, 1 Import Workshop, 3 Study Visits: hosting costs inc interpretation 145 / 500 characters	1. Municipality of Genoa	12,000
2	FLC costs	0 / 500 characters	1. Municipality of Genoa	8,000
3	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders T&A to Study Visits (2 persons @3 visits) 54 / 500 characters	1. Municipality of Genoa	4,600
4	Meeting costs: stakeholder group	Local Stakeholders Group meeting costs 39 / 500 characters	1. Municipality of Genoa	2,000
5	Meeting costs: dissemination event	Regional Conference (Semester 6): costs of venue, external speakers etc 72 / 500 characters	1. Municipality of Genoa	3,000
6	Publication and dissemination costs	Design/print of project brochure (EN) and own-language brochures (to be used also by P2) 89 / 500 characters	1. Municipality of Genoa	6,000
7	Project and/or financial and/or communication management	Secretariat provides full support on project management, reporting etc Phase 1: 60 days pa, Phase 2: 24 days pa 111 / 500 characters	1. Municipality of Genoa	108,000
8	Other	Translation (€8k) of formal documents and interpretation (€2k) of formal meetings 84 / 500 characters	1. Municipality of Genoa	10,000
9	Meeting costs: dissemination event	Host final conference: cost of venue, speakers etc 51 / 500 characters	5. Birmingham City Council	15,000
10	Meeting costs: partner meeting	Organisation of 1 partner meeting: venue, interpretation etc (Semester 10) 1 Peer Review, 1 Import Workshop, 3 Study Visits: hosting costs inc interpretation 160 / 500 characters	2. Municipality of Florence	8,000

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	Type of costs	Description	Contracting partner	Amount
11	FLC costs	0 / 500 characters	2. Municipality of Florence	11,200
12	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders T&A to Study Visits (2 persons @3 visits), Final Conference (2 persons), 86 / 500 characters	2. Municipality of Florence	5,600
13	Travel & accommodation costs: members of the stakeholder groups and other external bodies	4 Peer Review: T&A of 2 external experts 41 / 500 characters	2. Municipality of Florence	1,600
14	Meeting costs: stakeholder group	Local Stakeholders Group meeting costs 40 / 500 characters	2. Municipality of Florence	2,000
15	Meeting costs: dissemination event	Regional Conference (Semester 6): costs of venue, external speakers etc 73 / 500 characters	2. Municipality of Florence	4,000
16	External support for the exchange of experience process, in particular the development of the regional action plan	Technical assistance with RAP: preparation (Phase 1) 30 days; monitoring (Phase 2) 6 days 91 / 500 characters	2. Municipality of Florence	18,000
17	Meeting costs: partner meeting	Organisation of 1 partner meeting: venue, interpretation etc (Semester 8) 1 Peer Review, 1 Import Workshop, 3 Study Visits: hosting costs inc interpretation 157 / 500 characters	3. Hajdú-Bihar County Government	10,000
18	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders T&A to Peer Reviews (1 person), Study Visits (3 persons @3 visits), Import Workshops (1 person), Final Conference (4 persons), 141 / 500 characters	3. Hajdú-Bihar County Government	13,000
19	Meeting costs: stakeholder group	Local Stakeholders Group meeting costs 39 / 500 characters	3. Hajdú-Bihar County Government	2,000
20	Meeting costs: dissemination event	Regional Conference (Semester 6): costs of venue, external speakers etc 73 / 500 characters	3. Hajdú-Bihar County Government	3,000
21	Publication and dissemination costs	Design/print of own-language brochures 39 / 500 characters	3. Hajdú-Bihar County Government	4,000
22	External support for the exchange of experience process, in particular the development of the regional action plan	Technical assistance with RAP: preparation (Phase 1); monitoring (Phase 2) 76 / 500 characters	3. Hajdú-Bihar County Government	5,000
23	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Travel, accommodation and fee for external experts @ Peer Reviews (2 persons), Import Workshops (2 persons) 107 / 500 characters	3. Hajdú-Bihar County Government	5,000
24	Meeting costs: partner meeting	Organisation of 1 partner meeting: venue, interpretation etc 1 Peer Review, 1 Import Workshop, 3 Study Visits: hosting costs inc interpretation 145 / 500 characters	4. Development Bank of Saxony-Anhalt	10,000
25	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders T&A to Peer review (2 persons), Study Visits (2 persons @3 visits), Final Conference (2 persons), 112 / 500 characters	4. Development Bank of Saxony-Anhalt	6,000
26	Meeting costs: stakeholder group	Local Stakeholders Group meeting costs 40 / 500 characters	4. Development Bank of Saxony-Anhalt	2,000
27	Publication and dissemination costs	Design/print of own-language brochures 40 / 500 characters	4. Development Bank of Saxony-Anhalt	4,000
28	Meeting costs: dissemination event	Regional Conference (Semester 6): costs of venue, external speakers etc 73 / 500 characters	4. Development Bank of Saxony-Anhalt	3,000
29	External support for the exchange of experience process, in particular the development of the regional action plan	Technical assistance with RAP: preparation (Phase 1) 52 / 500 characters	4. Development Bank of Saxony-Anhalt	8,000
30	Meeting costs: partner meeting	Organisation of 1 partner meeting: venue, interpretation etc 1 Peer Review, 1 Import Workshop, 3 Study Visits: hosting costs inc interpretation 144 / 500 characters	5. Birmingham City Council	10,000
31	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders T&A to Peer Review (2 persons), Study Visits (2 persons @3 visits), Final Conference (2 persons), 112 / 500 characters	5. Birmingham City Council	4,400
32	Meeting costs: stakeholder group	Local Stakeholders Group meeting costs 40 / 500 characters	5. Birmingham City Council	2,000
33	Meeting costs: dissemination event	Regional Conference (Semester 6): costs of venue, external speakers etc 73 / 500 characters	5. Birmingham City Council	3,000

	Type of costs	Description	Contracting partner	Amount	
34	Publication and dissemination costs	Design/print of own-language brochures 40 / 500 characters	5. Birmingham City Council	4,000	
35	Meeting costs: partner meeting	Organisation of 1 partner meeting: venue, interpretation etc 1 Peer Review, 1 Import Workshop, 3 Study Visits: hosting costs inc interpretation 144 / 500 characters	6. Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	10,500	
36	FLC costs	0 / 500 characters	6. Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	8,000	
37	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders T&A to Peer Review (2 persons), Study Visits (2 persons @3 visits), Final Conference (2 persons), 112 / 500 characters	6. Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	5,600	
38	Meeting costs: stakeholder group	Local Stakeholders Group meeting costs 40 / 500 characters	6. Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	2,000	
39	Meeting costs: dissemination event	Regional Conference (Semester 6): costs of venue, external speakers etc 73 / 500 characters	6. Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	3,000	
40	Publication and dissemination costs	Design/print of own-language brochures 40 / 500 characters	6. Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	4,000	
41	Meeting costs: partner meeting	Organisation of 1 partner meeting: venue, interpretation etc 1 Peer Review, 1 Import Workshop, 3 Study Visits: hosting costs inc interpretation 144 / 500 characters	7. Ústí Region	10,000	
42	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders T&A to Peer Review (2 persons), Study Visits (2 persons @3 visits), Final Conference (2 persons), 113 / 500 characters	7. Ústí Region	5,200	
43	Meeting costs: stakeholder group	Local Stakeholders Group meeting costs 40 / 500 characters	7. Ústí Region	2,000	
44	Meeting costs: dissemination event	Regional Conference (Semester 6): costs of venue, external speakers etc 72 / 500 characters	7. Ústí Region	3,000	
45	Publication and dissemination costs	Design/print of own-language brochures 40 / 500 characters	7. Ústí Region	4,000	
46	Meeting costs: partner meeting	Organisation of 1 partner meeting: venue, interpretation etc 1 Peer Review, 1 Import Workshop, 3 Study Visits: hosting costs inc interpretation 144 / 500 characters	8. Regional Government of Extremadura	10,000	
47	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Stakeholders T&A to Peer Review (2 persons), Study Visits (2 persons @3 visits), Final Conference (2 persons), 113 / 500 characters	8. Regional Government of Extremadura	5,600	
48	Meeting costs: stakeholder group	Local Stakeholders Group meeting costs 38 / 500 characters	8. Regional Government of Extremadura	2,000	
49	Meeting costs: dissemination event	Regional Conference (Semester 6): costs of venue, external speakers etc 73 / 500 characters	8. Regional Government of Extremadura	3,000	
50	External support for the exchange of experience process, in particular the development of the regional action plan	Technical assistance with RAP: preparation (Phase 1) €12000; monitoring (Phase 2) €3000 89 / 500 characters	8. Regional Government of Extremadura	15,000	
51	Publication and dissemination costs	Design/print of own-language brochures 40 / 500 characters	8. Regional Government of Extremadura	4,000	
52	Project and/or financial and/or communication management	External assistance for project management and communications 61 / 500 characters	8. Regional Government of Extremadura	9,500	
53	FLC costs	0 / 500 characters	8. Regional Government of Extremadura	6,400	
Total				430,200.00	

E.3 Equipment

Type of costs	Description	Partner	Amount

1	Office equipment	Tablet to fulfil responsibilities as project- leader of work on Communication	3. Hajdú-Bihar County Government	1,000
		78 / 500 characters		
Total				1,000.00

E.4 Budget breakdown per source of funding and partner

Partner	Country	TOTAL	Programme funds			Partner contribution		
			ERDF	ERDF rate (%)	Norwegian	Partner contribution from public sources	Partner contribution from private sources	Total partner contribution
1. Municipality of Genoa	IT	377,119.00	320,551.15	85.00 %	0.00	56,567.85	0.00	56,567.85
2. Municipality of Florence	IT	198,672.00	168,871.20	85.00 %	0.00	29,800.80	0.00	29,800.80
3. Hajdú-Bihar County Government	HU	169,200.00	143,820.00	85.00 %	0.00	25,380.00	0.00	25,380.00
4. Development Bank of Saxony-Anhalt	DE	302,000.00	256,700.00	85.00 %	0.00	45,300.00	0.00	45,300.00
5. Birmingham City Council	UK	341,500.00	290,275.00	85.00 %	0.00	51,225.00	0.00	51,225.00
6. Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	EL	151,800.00	129,030.00	85.00 %	0.00	22,770.00	0.00	22,770.00
7. Ústí Region	CZ	121,950.00	103,657.50	85.00 %	0.00	18,292.50	0.00	18,292.50
8. Regional Government of Extremadura	ES	156,335.00	132,884.75	85.00 %	0.00	23,450.25	0.00	23,450.25
Total		1,818,576.00	1,545,789.60		0.00	272,786.40	0.00	272,786.40

E.5 Spending plan

Phase 1

Partner	Preparation	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6
1. Municipality of Genoa	15,000	30,841	37,010	40,495	57,756	70,935	64,867
2. Municipality of Florence	0	15,878	18,456	25,505	33,972	41,124	37,548
3. Hajdú-Bihar County Government	0	13,182	15,318	22,009	28,990	35,716	31,881
4. Development Bank of Saxony-Anhalt	0	25,788	30,346	41,682	52,199	65,366	58,355
5. Birmingham City Council	0	30,009	33,711	42,212	54,963	69,192	63,018
6. Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	0	12,026	14,802	18,613	24,164	31,915	29,140
7. Ústí Region	0	9,579	13,505	15,207	19,383	25,885	23,634
8. Regional Government of Extremadura	0	11,405	16,336	18,213	26,210	31,311	28,588
Total	15,000.00	148,708.00	179,484.00	223,936.00	297,637.00	371,444.00	337,031.00
% of Total	0.82 %	8.18 %	9.87 %	12.31 %	16.37 %	20.42 %	18.53 %

Phase 2

Partner	Semester 7	Semester 8	Semester 9	Semester 10	Total
1. Municipality of Genoa	11,963	15,079	18,094	15,079	377,119.00
2. Municipality of Florence	5,238	6,547	7,857	6,547	198,672.00
3. Hajdú-Bihar County Government	4,421	5,526	6,631	5,526	169,200.00
4. Development Bank of Saxony-Anhalt	5,653	7,066	8,479	7,066	302,000.00

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Phase 2					
Partner	Semester 7	Semester 8	Semester 9	Semester 10	Total
5. Birmingham City Council	9,679	10,163	11,615	16,938	341,500.00
6. Development Agency of Eastern Thessaloniki's Local Authorities (ANATOLIKI SA)	4,171	5,500	6,256	5,213	151,800.00
7. Ústí Region	3,157	2,917	4,736	3,947	121,950.00
8. Regional Government of Extremadura	4,786	5,982	7,178	6,326	156,335.00
Total	49,068.00	58,780.00	70,846.00	66,642.00	1,818,576.00
% of Total	2.70 %	3.23 %	3.90 %	3.66 %	100.00 %