PART A – Project summary

A.1 Project identification

Project title	SME Internationalisation Exchange
	33 / 300 characters
Project acronym	SIE
	3 / 22 characters
Name of the lead partner organisation in English	Kent County Council
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

Internationalisation is a key way for SMEs to innovate & grow and is an essential part of ensuring that Europe continues to compete in the global market. Although SMEs want to find new markets for their products & services, internationalisation can be complex and companies face a number of barriers when doing business in other countries both within & outside the EU. Many SMEs are unaware that with the right support, internationalisation is not only possible but can help their business to grow & become more innovative. The 7 partner regions are keen to respond to the challenge of increasing SME internationalisation capacity. They each have SME internationalisation policies to share and improve and they wish to learn from a variety of different approaches about the best ways that policies can be designed to encourage & support SMEs into international markets. The partners will showcase successful elements from the implementation of each policy in order to be able to make improvements in their own region by making use of policy design processes, implementation methods & improvement ideas from other regions. This will result in improved SME internationalisation support policies across Europe which will, in turn, boost internationalisation among SMEs leading to more competitive local economies with new high value employment opportunities and sustainable international business growth.

Project outputs will include study visits, the formation of local stakeholder groups, joint research into barriers faced by SMEs, regional action plans to improve policy design and implementation and SME support improvement workshops. The partners will consider how policies take into account a range of support mechanisms (e.g. workshops for start-ups, trade missions/fairs, investment funds, B2B matchmaking and online tools) and topics (digital vs physical exports, international vs European trade etc.) and see how these can be adapted and implemented in the partner regions and beyond.

1,993 / 2,000 characters

A.3 Project budget summary

Programme funding			National Contributions			Total budget	
	Amount	Funding rate (%)	Public co-financing	Private co-financing	Total co-financing		
ERDF	1,049,007.95	85.00 %	185,119.05	0.00	185,119.05	Total eligible to ERDF	1,234,127.00
Norway	0.00	0.00 %	0.00	0.00	0.00	Total Norway	0.00
INTERREG Europe	1,049,007.95	85.00 %	185,119.05	0.00	185,119.05	Total INTERREG Europe	1,234,127.00
						Other funding	0.00
						Grand Total	1,234,127.00

A.4 Overview of project partners

Number	Organisation	Country	Partner budget ERDF	Partner budget National	Partner budget Total
1	Kent County Council	UK	273,354.05	48,238.95	321,593.00
2	Molise Region	IT	146,880.00	25,920.00	172,800.00
3	Ústí Region	CZ	152,770.50	26,959.50	179,730.00
4	Investment and Business Development Bank Lower Saxony - NBank	DE	114,098.90	20,135.10	134,234.00
5	Torun Regional Development Agency	PL	108,349.50	19,120.50	127,470.00
6	Aquitaine Chamber of Commerce and Industry	FR	127,500.00	22,500.00	150,000.00

Number	Organisation	Country	Partner budget		
			ERDF	National	Total
7	Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	ES	126,055.00	22,245.00	148,300.00

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	Dave Hughes 11 / 300 characters
Position of signing person	Head of Business Engagement 27 / 300 characters
Lead partner's organisation	Kent County Council
Place & date (dd/mm/yyyy)	Maidstone, 02/03/16 19 / 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	Kent County Council (19 / 200 characters)
Name of organisation in English	Kent County Council (19 / 200 characters)
Department/unit/division (if applicable)	Economic Development (International Affairs) (44 / 200 characters)
Legal status	Public body or body governed by public law
Type of partner	Local public authority
Address	Invicta House (2nd Floor), County Hall, County Road (51 / 200 characters)
Town	Maidstone (9 / 200 characters)
Postal code	ME14 1XX (8 / 200 characters)
Country	United Kingdom (UNITED KINGDOM)
NUTS 1 level	SOUTH EAST (ENGLAND)
NUTS 2 level	Kent
NUTS 3 level	Mid Kent
Legal representative	David Smith (11 / 200 characters)
Contact person 1	Steve Samson (12 / 200 characters)
Phone office	+44 3000 417167 (15 / 200 characters)
Mobile	+44 7740 185362 (15 / 200 characters)
Email	steve.samson@kent.gov.uk
Website	www.kent.gov.uk (15 / 200 characters)
Contact person 2 (optional)	Shirley Smith (13 / 200 characters)
Phone	+44 3000 410514 (15 / 200 characters)
Email	shirley.smith@kent.gov.uk (25 / 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

QR-vCard

Partner 2

Partner role in the project	Partner		
Name of organisation in original language	Regione Molise 14 / 200 characters		
Name of organisation in English	Molise Region 13 / 200 characters		
Department/unit/division (if applicable)	Cabinet of the president and institutional affairs 50 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Regional public authority
Address	Via Genova, 11 14 / 200 characters		
Town	Campobasso 10 / 200 characters	Postal code	86100 5 / 200 characters
Country	Italy (ITALIA)		
NUTS 1 level	SUD		
NUTS 2 level	Molise		
NUTS 3 level	Campobasso		
Legal representative	Paolo Di Laura Frattura 23 / 200 characters		
Contact person 1	Mario Ialenti 13 / 200 characters		
Phone office	+390874314719 13 / 200 characters	Mobile	 0 / 200 characters
Email	ialenti.mario@mail.regione.molise.it	Website	www.regione.molise.it 21 / 200 characters
Contact person 2 (optional)	Mauro Calise 13 / 200 characters		
Phone	+390874314794 13 / 200 characters	Email	mauro.calise@yahoo.it 21 / 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

QR-vCard

Partner 3

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 for Strategy and Project Realisation (47 / 200 characters)
Legal status	Public body or body governed by public law
Type of partner	Regional public authority
Address	Velká Hradební 3118/48 (23 / 200 characters)
Town	Ústí nad Labem (14 / 200 characters)
Postal code	400 02 (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, Governor (27 / 200 characters)
Contact person 1	Ivana Polakova (14 / 200 characters)
Phone office	+420 475 657 944 (16 / 200 characters)
Mobile	+420 603 183 081 (16 / 200 characters)
Email	Polakova58@gmail.com
Website	Www.kr-ustecky.cz (17 / 200 characters)
Contact person 2 (optional)	Jana Nedrdova (13 / 200 characters)
Phone	+420 734 393 900 (16 / 200 characters)
Email	nedrdova.j@kr-ustecky.cz (24 / 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

QR-vCard

Partner 4

Partner role in the project	Partner
Name of organisation in original language	Investitions-und Förderbank Niedersachsen - NBank (49 / 200 characters)
Name of organisation in English	Investment and Business Development Bank Lower Saxony - NBank (61 / 200 characters)
Department/unit/division (if applicable)	Consulting & Services (21 / 200 characters)
Legal status	Public body or body governed by public law
Type of partner	Other
Please specify other type	Development Institution
Address	Günther-Wagner-Allee 12 - 16 (28 / 200 characters)
Town	Hannover (8 / 200 characters)
Postal code	30177 (5 / 200 characters)
Country	Germany (DEUTSCHLAND)
NUTS 1 level	NIEDERSACHSEN
NUTS 2 level	Hannover
NUTS 3 level	Region Hannover
Legal representative	Dr. Sabine JOHANSSEN (20 / 200 characters)
Contact person 1	Florian Lange (14 / 200 characters)
Phone office	+49 511 30031374 (16 / 200 characters)
Mobile	N/A (3 / 200 characters)
Email	florian.lange@nbank.de
Website	www.nbank.de (12 / 200 characters)
Contact person 2 (optional)	(0 / 200 characters)
Phone	(0 / 200 characters)
Email	(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

QR-vCard

Partner 5

Partner role in the project	Partner
Name of organisation in original language	Toruńska Agencja Rozwoju Regionalnego S.A. (42 / 200 characters)
Name of organisation in English	Torun Regional Development Agency (33 / 200 characters)
Department/unit/division (if applicable)	Torun Technology Park (21 / 200 characters)
Legal status	Public body or body governed by public law
Type of partner	Business support organisation
Address	Włocławska 167 (14 / 200 characters)
Town	Toruń (5 / 200 characters)
Postal code	87-100 (6 / 200 characters)
Country	Poland (POLSKA)
NUTS 1 level	REGION PÓŁNOCNY
NUTS 2 level	Kujawsko-Pomorskie
NUTS 3 level	Bydgosko-Toruński
Legal representative	dr inż Ewa Rybińska (19 / 200 characters)
Contact person 1	Tomasz Urbanowicz (17 / 200 characters)
Phone office	+48 56 699 55 20 (16 / 200 characters)
Mobile	+48 607 200 274 (15 / 200 characters)
Email	tomasz.urbanowicz@technopark.org.pl
Website	www.en.technopark.org.pl (24 / 200 characters)
Contact person 2 (optional)	(0 / 200 characters)
Phone	(0 / 200 characters)
Email	(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

QR-vCard

Control number: 6c3cf77d52820cd0fe646d38bc2145ca

Partner 6

Partner role in the project	Partner
Name of organisation in original language	Chambre de Commerce et d'Industrie de la Région Aquitaine (57 / 200 characters)
Name of organisation in English	Aquitaine Chamber of Commerce and Industry (42 / 200 characters)
Department/unit/division (if applicable)	International Department (CCI International Aquitaine) (54 / 200 characters)
Legal status	Public body or body governed by public law
Type of partner	Business support organisation
Address	185, cours du Médoc (19 / 200 characters)
Town	Bordeaux (8 / 200 characters)
Postal code	33042 (5 / 200 characters)
Country	France (FRANCE)
NUTS 1 level	SUD-OUEST
NUTS 2 level	Aquitaine
NUTS 3 level	Gironde
Legal representative	Laurent Courbu, President (25 / 200 characters)
Contact person 1	Frédéric Woringer, Director CCI International Aquitaine (55 / 200 characters)
Phone office	+33 5 56 79 50 16 (17 / 200 characters)
Mobile	+33 6 42 44 50 99 (17 / 200 characters)
Email	fworinger@aqui-cci-international.com
Website	www.aqui-cci-international.com (30 / 200 characters)
Contact person 2 (optional)	(0 / 200 characters)
Phone	(0 / 200 characters)
Email	(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

QR-vCard

Partner 7

Partner role in the project	Partner		
Name of organisation in original language	Cámara Oficial de Comercio, Industria, Servicios y Navegación de Cantabria 74 / 200 characters		
Name of organisation in English	Official Chamber of Commerce of Industry, Services and Navigation of Cantabria 78 / 200 characters		
Department/unit/division (if applicable)	Department of European Projects, Innovation and Competiveness 61 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Business support organisation
Address	Plaza Velarde 5 15 / 200 characters		
Town	Santander 9 / 200 characters	Postal code	39001 5 / 200 characters
Country	Spain (ESPAÑA)		
NUTS 1 level	NOROESTE		
NUTS 2 level	Cantabria		
NUTS 3 level	Cantabria		
Legal representative	Modesto Piñeiro García-Lago 27 / 200 characters		
Contact person 1	Cliona Howie 12 / 200 characters		
Phone office	0034942318308 13 / 200 characters	Mobile	 0 / 200 characters
Email	chowie@camaracantabria.com	Website	http://www.camaracantabria.com 30 / 200 characters
Contact person 2 (optional)	 0 / 200 characters		
Phone	 0 / 200 characters	Email	 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

QR-vCard

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

South East Local Enterprise Partnership ESIF ERDF Programme Strategy (part of 2014UK16RFOP001)

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

In the UK, the ERDF OP is a national document within which there are 39 local strategies developed by English Local Enterprise Partnerships (LEPs). This project will therefore influence the South East of England (SELEP) ESIF strategy which is the policy instrument related to the delivery of EU structural funds in the county of Kent which is a federated part of the South East LEP.

The SELEP ESIF strategy includes a thematic objective on SME Competitiveness which has a sub-priority focusing on “increasing trade & inward investment”. The policy recognises the low levels of exporting and the barriers to international trade and aims to overcome these by encouraging business support initiatives which help SMEs to access international markets.

This project presents a significant opportunity to improve this policy through inter-regional working by learning from and applying best practice from partner regions which specialise in different approaches to encouraging SME internationalisation.

998 / 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

LP Kent County Council

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

Kent County Council contributed to developing the content of this policy based on feedback from local SMEs about their needs in relation to internationalisation, from several business support organisations and from previous research in the county. This ERDF policy instrument will support operations related to SME internationalisation and this project will provide significant opportunities to influence these as well as potential future activities within the programme. We envisage that it will be possible to improve the policy instrument on a number of levels:

• New methodologies & support programmes could be integrated into the policy inspired by best practice examples shared by partner regions. In particular there could be opportunities to test new SME support mechanisms towards the end of the ERDF programme through encouraging the development of innovative new projects
• The role of stakeholders and key players in Kent could potentially be better defined & clarified in the future to ensure that a seamless suite of support services are available to local SMEs covering all aspects of internationalisation and responding to evolving needs within the business community
• Specific new initiatives could be developed to tackle barriers identified during the study and early implementation phase of the Interreg Europe project

Essentially, the potential improvements to the policy instrument will focus on the implementation of new projects.

1,456 / 1,500 characters

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

Number of new SME internationalisation support initiatives adopted following the project implementation

103 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

local

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

SME internationalisation is a very important priority in Kent and is viewed as a key way of boosting the local economy and facilitating sustainable SME growth. Internationalisation levels in Kent, however, are lower than the wider South East of England despite the county's geographical location as the closest part of the UK to mainland Europe. International business is significantly more complex than domestic trade and previous studies in the county, feedback from companies themselves and information from a range of partner organisations and stakeholders in Kent indicate that there is significant work to be done to address the problem of low export levels.

In particular companies struggle with a lack of management experience, time and capacity to undertake international business activities, a lack of knowledge about procedures and legislation, fears about costings and exchange rate risks, a lack of suitable in-market contacts and doubts about where products or services would do well (market selection). It is clear that more needs to be done to encourage potentil new exporters to start the internationalisation 'journey' and for existing international businesses to expand into new markets.

Whilst the SELEP policy instrument prioritises international trade and will support some good quality initiatives to support companies into new markets, local stakeholders are convinced that best practice from other regions will enable them to improve and adapt the programme by bringing in innovative ideas which will result in better support programmes for SMEs in Kent (as well as in the other partner regions).

1,623 / 2,000 characters

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

Yes

If yes, how?

Kent's own strategy for smart specialisation focuses on developing a number of priority industry sectors (agri-food, creative & digital, low carbon and life sciences), all of which have significant potential for internationalisation. This project will consider the specific internationalisation requirements of these key sectors which are shared priorities across the partner regions, and how the ESIF ERDF policy can take these into account to boost internationalisation levels in Kent.

487 / 500 characters

B.2.1.2 Partner relevance for policy instrument 1

Partner

LP Kent County Council

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

As a public authority, Kent County Council is responsible for strategic policy development focusing on economic development in Kent. It has a key role in ensuring that there are clear goals to boost internationalisation among local SMEs, that barriers for SMEs can be tackled and that appropriate support is made available to companies. KCC also aims to make the link between national policies & programmes and the needs of SMEs on the ground in the Kent territory.

465 / 500 characters

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

Kent County Council is the strategic public authority, led by local politicians, which oversees matters of economic development. It was responsible, in consultation with local partners, for producing the content, which links into various local strategies, of the Kent section of the ESIF strategy. As part of the SELEP ESIF committee the partner has the opportunity to shape the implementation of this policy during its 7 year life cycle to ensure it adapts to meet evolving business needs in Kent.

498 / 500 characters

How will the partner contribute to the content of the cooperation and benefit from it?	The LP developed the SIE project because SME internationalisation is a challenge in Kent which suffers from lower levels of business internationalisation than surrounding counties. KCC and its local stakeholders will therefore benefit significantly from viewing innovative best practice in policy implementation in the partner regions as well as sharing the various approaches they have adopted locally to boost SME export levels including cross-border Interreg projects, fairs, missions etc.

492 / 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

- UK Trade & Investment South East (UKTI SE)
- Kent Invicta Chamber of Commerce (KICC)
- University of Kent (Business School) (UoK)
- Kent & Medway Economic Partnership (KMEP)
- Institute of Directors (IOD Kent Branch) / Federation of Small Businesses (FSB Kent)
- Enterprise Europe Network South East (EEN)
- Locate in Kent (LiK)
- Professional services representatives (local commercial banks / accountancy firms)

416 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?

All of these stakeholder organisations have contributed to the SME internationalisation policy development in Kent through sharing expertise gained from supporting SMEs on the ground and through working to identify and address barriers to international trade. They collaborate effectively on a local level and will provide valuable experience and knowledge through their day-to-day contact with SMEs that will enable effective recommendations to be made to improve the ESIF policy.

In particular:
- KICC, IOD, FSB and professional service representatives will provide up to date information from their SME members / client base to feed into the project activities through consulting directly with potential 'end-user' companies about the feasibility of policy improvements 'on the ground'
- UKTI will provide insight into central government policy as well as up to date information about emerging SME needs
- EEN will be able to contribute expertise about embedding innovation into internationalisation policy to increase export potential among local firms
- The UoK business school will support any recommendations with robust economic data
- KMEP is a local business-led economic board which will endorse any key recommendations and improvements to the policy
- LIK, as an inward investment agency, will provide insight into global market trends which will help to shape recommendations about strategic international connections that could be developed to boost reciprocal European trade

1,491 / 1,500 characters

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

The local stakeholder group has been meeting together regularly for the last 3 years to develop a programme called “Kent International Business” which considers and seeks ways to develop and deliver a suite of support services to local SMEs covering all aspects of international trade. This stakeholder group has a wealth of expertise and experience in consulting with SMEs to identify barriers to internationalisation, identifying gaps in support to SMEs, helping SMEs to connect to international markets and working in partnership to boost internationalisation levels in Kent.

There is still much work to be done and whilst the stakeholder group has experience in developing joint strategies to support SME internationalisation, members recognise the importance of learning from different approaches elsewhere in Europe. In particular the group is keen to learn from regional policies in the partner regions and to discover what mechanisms are employed to help SMEs overcome the barriers to internationalisation and to successfully trade in international markets. Representatives of the Kent stakeholder group will participate in study visits to partner regions and will host project partners when study visits take place in Kent. They will also work together to develop a regional action plan for Kent and will seek to develop sustainable connections with stakeholder groups in the partner regions.

1,402 / 1,500 characters

B.2.2 Policy instrument 2

B.2.2.1 Definition and Context

Definition

Please name the policy instrument addressed

Molise Region ERDF & ESF Operational Programme (2014IT16M2OP001)

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

Priority axis 3 of the ERDF OP for Molise focuses on "competitiveness in the production system" and its main thematic objective is "to promote the competitiveness of SMEs". Within this, the relevant area of intervention related to this Interreg Europe project is "to develop and realise new patterns of activities for SMEs" and in particular relating to the internationalisation process. Specific objective 3.3 of the ERDF programme's thematic objective is "to increase the level of internationalisation of the production system". There is significant scope to improve this policy within this project by making use of the final regional action plan which will capitalise on best practice and methods used by the different EU partner regions.

This part of the ERDF programme is aimed at supporting projects which will develop the capacity of SMEs for internationalisation and create networks of enterprises and production chains. These interventions are also aimed at promoting regional “made in Molise” branding in international markets through:
1. Technological & service platforms
2. Promotional activities on behalf of macro-regional clusters such as in the Adriatic Ionian Euroregion

The target rate for improvement SME internationalisation in the programme is a 12,1% increase.

1,286 / 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

PP2 Molise Region

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

There is scope to improve this policy instrument primarily through establishing a framework to encourage new initiatives and projects to help companies with various aspects of internationalisation and secondly to improve the model of local governance relating to international trade. It is envisaged that new and more effective methodological approaches could potentially be adopted by the regional managing authority for the ERDF programme and targeted calls for proposals could be planned within the later stages of the operational programme implementation under the relevant areas of intervention. We are confident that these goals can be achieved by integrating lessons learnt during the first phase of this project and from the resulting regional action plan which will take into account best practice examples from the partner regions.

We anticipate that the policy could be adapted to help accelerate the internationalisation process within SMEs by introducing newer, more effective support interventions while, at the same time, improving monitoring procedures by developing a new systems of indicators. It will be necessary to go beyond the set of indicators initially envisaged by the programme and to incorporate a broader monitoring system which includes specific markers linked to export and foreign direct investments (FDI).

The potential improvements to the policy will primarily focus on the implementation of new projects and a change in the management of the instrument.

1,490 / 1,500 characters

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

Number of new SMEs investing in internationalisation

52 / 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?

There is a real need for SME competitiveness in Molise to be significantly improved to unlock further economic growth. There is a persistent and unsatisfying trend in Molise with a lack investments and innovation among companies that needs to be quickly addressed in order to avoid a further loss of competitiveness within the region. Boosting SME internationalisation is a key part of responding to this challenge. The Molise region also currently suffers from a lack of investment in digital marketing and a low take up of new technologies among companies, all of which are important elements of effective SME internationalisation and there is also a lack of modern infrastructure and poor levels of cooperation between SMEs and business support organisations.

There is, however, a core base of local brands with a solid export capacity and some important clusters in the automotive, textile and agro-food sector which can be further supported and encouraged to engage in international markets. Some of these sectors are also a priority for the partner regions and further policy improvement work is needed in Molise to add further value to this internationalisation potential in the region.

1,194 / 2,000 characters

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

Yes

If yes, how?

The Molise RIS3 strategy includes a number of elements which link to SME internationalisation. In particular there is a strand which aims "to create the conditions for SMEs to internationalise their products through development and implementing exchange programmes for young professionals". Some of the sectors featured in the strategy also lend themselves well to internationalisation such as engineering & electronics; chemicals, rubber & plastics and fashion.

462 / 500 characters

B.2.2.2 Partner relevance for policy instrument 2

Partner

PP2 Molise Region

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

The Molise region organises several initiatives aimed at boosting SME internationalisation. It organises fairs / conferences to inform a range of stakeholders about the current national & regional internationalisation opportunities. The region's "information desk" provides advice & information about business opportunities abroad and keeps local stakeholders informed about international events. On-line assistance from experts is also provided to registered users.

466 / 500 characters

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

Region Molise is fully responsible for the design and development of the policy instrument and for overseeing the implementation of the ERDF programme. The region is therefore perfectly positioned to influence and improve its content within the framework of this Interreg Europe project.

287 / 500 characters

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

Region Molise staff will share their own expertise and showcase SME internationalisation initiatives with the partner regions. In particular, Molise has expertise in using regional provenance as an international promotional tool to encourage exports. The region also recognises that it has a lot to learn to further SME internationalisation policies and activities and is keen to find out more about what each partner region does to boost internationalisation levels.

467 / 500 characters

B.2.2.3 Stakeholder group relevant for policy instrument 2

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

- University of Molise (Public University)
- Molise verso il 2000 (Local action group & business incubator)
- Sviluppo Italia Molise (Local development agency)
- Chamber of Commerce for Campobasso

198 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?

The University of Molise collects background information and can provide territorial analyses using its technical knowledge in order to provide support for the development of methodological frameworks for improving & developing internationalisation policies. It also has good relations with other institutions, universities and research centres, meaning that it has significant ability to provide information which can inform policy development.

The Local Action Group (LAG) 'Molise Towards 2000' is able to provide reflections on public policies in the field of internationalisation and sustainable development. The group's experience gained from participating in related European projects and link to the LEADER + programmes is also able to feed into policy design for the ERDF OP.

The role of the local development agency is to provide general data about the territorial situation in order to facilitate coordinated actions to select the best investment areas and to assisting investors in the region. This work links to the type of actions that are undertaken within the framework of the regional ERDF OP.

The Chamber of Commerce for Campobasso has significant experience in improving local business internationalisation levels, and provides detailed insight into the potential shape of public interventions. The Chamber also provides a link to local employment agencies which is another important part of developing regional internationalisation policies.

1,464 / 1,500 characters

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

The stakeholder group consists of different organisations which operate in the Molise region and beyond. The exchange of good practice & experience within SIE will be bi-directional whereby colleagues from Molise (including stakeholders) will make use of information acquired from participating in the project activities and the local stakeholder group will, in turn, share information with partners. Stakeholder group members will also disseminate information to further local actors.

1. They will be involved in the different stages of the study through thematic technical meetings. Wider regional strategies for engaging stakeholder groups will be developed in cooperation and delivered through regional dissemination events
2. After the study work, scheduled meetings with stakeholder groups and a questionnaire will illustrate results and collect information on the possible improvement of the policy instrument
3. Technical meetings/roundtables will also be organised in order to identify priority actions to be included in the Regional Action Plan. The study visits and seminars in the partner regions will involve stakeholder group representatives so that they can fully participate in the exchange of good practice.

During Phase 1, papers / short information films on good practice & lessons learnt will be made available via social media / websites in order to maximise the involvement of local stakeholders in the development and improvement of SME internationalisation policies.

1,493 / 1,500 characters

B.2.3 Policy instrument 3

B.2.3.1 Definition and Context

Definition

Please name the policy instrument addressed

Operational Programme Enterprise and Innovation for competitiveness (2014CZ16RFOP001)

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

Under investment priority 2, axis 2 "Development & implementation of new models for SMEs, especially in the area of international trade", this policy aims to:

• Improve SME advisory services
• Help SMEs to identify foreign markets
• Support SMEs in strategic planning & management for foreign markets, increase efficiency in processes and develop a proactive approach to internationalisation
• Facilitate economic growth through increased exports

The policy includes 3 measures:
• Services for SMEs to facilitate access to international markets
• Advisory services (from experts with knowledge of the international business environment) & services for strategic & innovation management
• Support services focusing on SME internationalisation

A range of projects are expected to be delivered to implement the objectives of this policy and are likely to focus on supporting transnational competitiveness to aid market access, providing new SME support services, developing capacity, export & marketing strategies, international business planning, new product design, legislative requirements & certification, setting up in key markets, mentoring, participation in transnational programmes, in-market communication etc.

The policy covers a very wide a range of initiatives; Ústí Region believes that there is significant scope to learn from all partner regions in order to highlight and focus on implementing methods which prove most effective in unlocking SME internationalisation capacity.

1,494 / 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 & Trade

28 / 300 characters

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

This project will enable the Ústí Region to provide valuable input to the Managing Authority throughout the implementation phase of the SIE project. The partner will be able to provide useful advice regarding the implementation of the OP and the operations / projects it encourages and selects through suggesting new governance models in the field of SME internationalisation support and through making recommendations about the types of new projects that should be developed and supported by the programme in order to help the OP achieve its objectives. Ústí Region anticipates learning from SIE project partner regions and will seek to embed best practice examples of practical solutions developed in other countries which have proved to be very effective in boosting SME internationalisation processes and, therefore, in improving the effectiveness of policies and strategies which seek to increase exporting.

The main improvements to the policy will primarily focus on the implementation of new projects.

1,009 / 1,500 characters

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

Number of ERDF programmes increasing the share of SME exports among the total performance of SMEs

97 / 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?

Ústí Region is the region with the highest unemployment rate in the Czech Republic caused by the reduction of mining activities and industrial production in recent decades. The Regional government has competences to improve the business environment for SME activity and to support SME development and growth especially in the following areas:
• To increase cooperation between SMEs and research & educational institutions
• To increase the of number of experts, highly qualified technical staff and innovative tools applied within SMEs through innovation vouchers and the management of an industrial zone

The region believes that internationalisation is a vital tool to help companies grow and will lead on from existing work to support SMEs in the region. Through working with European partners, new innovative approaches and SME support solutions from the Regional Office in the area of international relations will be developed to help SMEs to develop and grow.

Within the ERDF OP, there is a need to improve communication capacity and skills within SMEs, confidence and knowledge of foreign markets, and raise awareness among businesses of the importance of participating in transnational fairs and events.

1,214 / 2,000 characters

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

Yes

If yes, how?

Activities specified in Strategic Objective 2.2 of the OP are directly related to needs outlined in the regional RIS3 strategy which aims to:

• Increase innovation demand in SMEs
• Increase the internationalisation of SMEs
• Improve the strategic management of SMEs
• Increase of the availability of strategic information on target markets for local SMEs
• Reduce costs & risks for SMEs accessing foreign markets

Initiatives / projects supported under both policies are therefore interlinked.

494 / 500 characters

B.2.3.2 Partner relevance for policy instrument 3

Partner

PP3 Ústí Region

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

The Regional Office is the highest-level administrative body in the area with a range of competences in regional planning and development. It has signed a memorandum of partnership & cooperation with the Regional Economic Chamber and the University of Jan Evangelista Purkyně in order to improve SME support in the region including in the field of innovation & internationalisation.

382 / 500 characters

What is the capacity of the partner to influence policy instrument 1?	The region has the capacity & contacts to feed key results, best practice & learning from the SIE project into regional strategic documents as well as the ERDF OP. In particular, the SIE project will provide Ústí with opportunities to learn from partners and make recommendations for policy improvement to help improve support to SMEs for international communication, identifying contacts / business partners, improving management & communication capacity to deal with foreign business contacts etc.
	499 / 500 characters
How will the partner contribute to the content of the cooperation and benefit from it?	The partner believes that it has a lot to learn from partner regions especially in the following areas: knowledge transfer, increasing the effectiveness of cooperation among regional stakeholders, developing experience in facilitating SME links & cooperation with foreign businesses. The project will help the Ústí region to embed best practice in developing and boosting SME internationalisation through various practical methods into its regional strategies.
	460 / 500 characters

B.2.3.3 Stakeholder group relevant for policy instrument 3

Please provide the indicative list of stakeholders to be involved in the project	- Ministry of Industry and Trade (Czech Republic) - Regional Economic Chamber (and Local Economy Chambers) - University of Jan Evangelista Purkyně - Economic & Social Council for the Ústí Region
	195 / 1,000 characters
Role of these stakeholders in relation to policy instrument 1?	The Ministry of Industry and Trade is directly responsible for policy instrument 3 and will therefore be in a position to make changes and improvements to this based on participation in the local stakeholder group. The other group members will play a key advisory and consulting role and will draw on their own expertise, as well as that gained from other partner regions within the SIE project to help assess the feasibility and realism of applying different methods to boost SME internationalisation in the territory. The various stakeholders also have experience of consulting, working with, and supporting SMEs so are therefore well placed to understand how the policy needs to adapt in order to meet real and evolving SME needs on the ground.
	748 / 1,500 characters
How will this group be involved in the project and in the interregional learning process?	The local stakeholder group for the Ústí region brings together relevant expertise and experience in the field of economic development and business support. It will meet regularly during the project implementation period to review findings from the initial project study, the study visit reports, case studies and the policy improvement workshops. Group members will be involved in hosting the partner regions' representatives during the inbound study visit and will also participate in the project workshops. The group will play an important advisory role in the region to ensure that potential improvements and solutions seen in partner regions can fit the context in Ústí. Finally, the stakeholders will contribute to the development of the regional action plan.
	765 / 1,500 characters

B.2.4 Policy instrument 4

B.2.4.1 Definition and Context

Definition

Please name the policy instrument addressed	Operational Programme Niedersachsen ERDF/ESF 2014-2020 (2014DE16M2OP001)
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 2014-20 Operational Programme in Lower-Saxony formally joins ERDF and ESF for the first time which is a marked change from the previous programming period. One of the areas of focus for the OP, under investment priority 1B, is aimed at boosting the competitiveness of SMEs. The programme has adopted a specific sub-action to support SME growth within regional, national and international markets and to become more innovative. Nbank is responsible for the implementation of the majority of aspects of the OP and this project provides a good opportunity to make improvements to this policy instrument and to assist SMEs through the inter-regional exchange process and by learning from partners who may have different approaches to assisting their local SMEs. It is anticipated that in the future there might even be an explicit part of the OP focusing completely on internationalisation issues. 899 / 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	PP4 Investment and Business Development Bank Lower Saxony - NBank
How do you envisage the improvement of this policy instrument (e.g. through new projects supported, through improved governance, through structural change)?	We anticipate that there is opportunity to link the sectoral aspects of the current OP with the potential capacity for SME internationalisation in order to help SMEs discover more opportunities to make better use of the EU single market. In Lower Saxony, internationalisation audits for companies already take place and are used as a very valuable feedback tool both for NBank (the institution in charge of most of the ERDF funded programmes) as well as for SMEs themselves. The audits are organised in cooperation with the local Chambers of Commerce and the local Chambers of Craft which provides a close link with SMEs. This tool is likely to provide important input to future SME internationalisation initiatives alongside which, the Interreg Europe project will strengthen the potential for policy improvement through demonstrating and testing new actions and initiatives that are not yet available to companies in the region. Given that the SIE project focuses on sectors that are of special importance for Lower-Saxony it is very likely that a ‘critical mass’ will be reached to boost internationalisation potential which could lead to formal recommendations for the development of the future funding policy in this field. 1,231 / 1,500 characters
Proposed self-defined performance indicator (in relation to the policy instrument addressed)	Number of new initiatives developed and offered in the whole of Lower-Saxony to promote internationalisation for SMEs 117 / 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?	Internationalisation is very important for SMEs in Lower Saxony but direct financial support for companies is lacking with the exception of financial assistance for stands at international fairs. Although policy makers and institutions are aware of the importance of engaging at an international level, there is a lack a comprehensive plans and strategies on how to support SMEs into international markets. Certain chambers and the Enterprise Europe Network can provide advice to companies in Lower Saxony but a project like this one will pave the way for many more potential support activities to be developed and in a much more joined-up way. The project's focus on certain industry sectors that are of importance for Lower Saxony will ensure significant support and buy-in from key actors meaning that the project outcomes will be widely transferred to others. 863 / 2,000 characters
Is this issue linked to the regional innovation strategy for smart specialisation (RIS3)?	Yes
If yes, how?	One partial strategy / sub strategy of the RIS3 strategy for Lower Saxony aims to support SMEs and craft enterprises in the process of internationalisation 155 / 500 characters

B.2.4.2 Partner relevance for policy instrument 4

Partner	PP4 Investment and Business Development Bank Lower Saxony - NBank
What are the partner’s competences and experiences in the issue addressed by this policy?	Nbank is a host organisation for Enterprise Europe Network and has gained direct experience of internationalisation processes. It offers support to SMEs including internationalisation audits which are a key mechanism that can be showcased to other project partners. It also organises B2B matchmaking events at international trade fairs to help SMEs to identify new international business contacts. 397 / 500 characters
What is the capacity of the partner to influence policy instrument 1?	Nbank is responsible for providing advice on and managing most of the ERDF/ESF programmes in Lower Saxony as well as dealing with the individual projects benefiting from the programmes. As such, Nbank has very close working relationships with the ministries which determine the direction of policies. 300 / 500 characters
How will the partner contribute to the content of the cooperation and benefit from it?	The partner will share its experience of delivering a range of activities that it carries out including its internationalisation audits and its experience of delivering B2B matchmaking events. It recognises that there are other policies and initiatives within the partner regions that could improve SME internationalisation support mechanisms and policies in Lower Saxony. 372 / 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	- Chambers of Commerce - Chambers of Craft - The different clusters in Lower-Saxony (especially clusters for renewable energy, the food sector and the health-sector within the framework of the SIE project) - Four new Bureaus for Regional Development in Lower Saxony 268 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?	The chambers deliver a number of internationalisation services to SMEs and already co-operate with Nbank, for example, in carrying out internationalisation audits. The clusters already cooperate and can bring in sector-specific knowledge such as which issues are especially important to unlock internationalisation capacity in their field. The bureaus are in close contact with a range of actors in their specific region and can provide input on the economic strengths and weaknesses of their specific geographical areas. 521 / 1,500 characters
How will this group be involved in the project and in the interregional learning process?	The role of these members will be to bring their specific expertise to the interregional learning process; either sectoral knowledge (the cluster representatives) or information about their geographical region (the new bureaus for regional development). This knowledge sharing will be carried out in a structured way so that at the beginning of the project there is a solid foundation to build on based on an accurate assessment of the current situation around SME internationalisation and the direction of travel to improve this. The stakeholders will be regularly informed about the activities of the project via Nbank and the EEN newsletter and website as the most of them are already registered users. The stakeholders will also be asked for input such as providing best practice examples, ideas for delegation visits or to input into events and to act as hosts for the project partners during the study visits. They will be asked for feedback concerning the ERDF period and for views about ways for making the SME internationalisation process easier based on their involvement in the study visits and policy improvement workshops. 1,137 / 1,500 characters

B.2.5 Policy instrument 5

B.2.5.1 Definition and Context

Definition

Please name the policy instrument addressed

Regional ERDF Operational Programme for Kujawsko-Pomorskie Voievodship (2014PL16RFOP001)

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 main objective of this ERDF programme is to make the Kujawsko-Pomorskie region more competitive and innovative. In particular, the OP's Priority 1 focuses on "Strengthening Innovation & Economic Competitiveness". Thematic objective 3 "Enhancing the competitiveness of small and medium-sized enterprises" will be the main priority of the programme within which a number of SME internationalisation support measures will be launched. The policy has a specific target to "increase the level of foreign trade among regional SMEs".

530 / 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

Marshal Office of Kujawsko-Pomorskie Voievodship

48 / 300 characters

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

There are several within the ERDF OP policy which could benefit from adaptation / improvement and it is likely that some of these changes could be conducted via new pilot projects submitted to the ERDF programme during the later stages of implementation. The challenge for all the stakeholders in K&P is to transform understanding about internationalisation among regional SMEs and in particular there is scope to improve the policy within the SIE project through the following:

1. Companies in the region tend to develop export activities in line with patterns identified in the "Uppsala model of internationalisation". In essence this is a low-risk, gradual approach to entering new markets. Work is therefore needed to help develop more ambitious internationalisation strategies which could include FDI (foreign direct investments), mergers, acquisitions or joint-ventures. Although these can be more risky, the returns for the local economy can be greater. A policy change therefore should consider how to take companies from simply exporting to developing ambition to become fully global companies.

2. Targeted support methods are lacking for 'born-global' companies (or start-ups with a potentially global 'idea' from the outset) especially within the ICT & new technology sectors. The ERDF policy could potentially be improved through embedding lessons learnt from existing global companies, including those based within partner areas to help SMEs develop well-defined global targets.

1,493 / 1,500 characters

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

New support initiatives for SMEs establishing a branch/office in foreign markets and acceleration programmes for 'born-global' SMEs

131 / 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?

The main challenges for the K&P region are to create improved framework conditions for internationalisation of K&P companies within the ERDF OP. The implementation of the OP will enhance SME internationalisation through supporting initiatives such as trade fairs, missions, SME adaptation for new markets (compliance), adapting business operations & processes etc. The 2012 "Export analysis of Kuyavian & Pomeranian region" identifies the main barriers to export activity (exchange rate, product certifications, finance, a lack of knowledge about potential clients, administrative burdens and cultural differences) and the SIE project will help improve the over-arching policy by addressing the following:

1. There is a knowledge gap in the K&P region around a lack of data about SME internationalisation levels. The regional bodies do not collate statistics about early SME internationalisation development - the last export analysis data from 2012 shows actual physical export activity but does not include other market entry methods. This lack of information means that the region has been unable to create a more comprehensive internationalisation strategy with support instruments for companies willing to access foreign areas.

2. There are several business support organisations in the region which attempt to support SME internationalisation but they often do this in isolation. The ERDF policy does not currently seek to establish better links between stakeholders to establish a co-ordinated, improved, joined-up support system that works for companies in the region.

The OP was approved at the end of 2014 and the Marshall Office is currently developing call timetables and specifications.

1,707 / 2,000 characters

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

Yes

If yes, how?

The RIS3 strategy will be implemented via the regional OP's thematic objective 3 and will focus primarily on co-financing projects supporting the various priority sectors which are also important for the partner regions: agri-food, medicine, automotive, ICT, biotechnology, transport & logistics and the creative sector. Most of these sectors have significant internationalisation potential which the SIE project will explore through recommending policy improvements.

467 / 500 characters

B.2.5.2 Partner relevance for policy instrument 5

Partner

PP5 Torun Regional Development Agency

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

TRDA provides a range of SME support & advisory services which align with the implementation of regional internationalisation policies including an export readiness service, export development plans, searches for new markets & partners, business model templates etc. It also provides funds to companies for export activity and delivers the Enterprise Europe Network project in the region which links local companies to a European-wide network of partners supporting SMEs.

471 / 500 characters

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

TRDA is a very important entity for elaborating new policies in the K&P region. In particular, it provides information and input which feeds directly into the shaping of policies such as preparing concepts and analysis reports for the purposes of the Marshal Office which is in charge of designing SME internationalisation policies.

332 / 500 characters

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

TRDA has a number of best practice examples to share with other partners focused on implementing activities corresponding to SME internationalisation (partner finding, export development plans etc.) and, in turn, would like to explore and absorb as much information and knowledge as possible from partner regions related to helping 'born-global' companies and boosting economic growth through supporting FDI and other types of internationalisation.

449 / 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

- Marshall Office of K&P region
- City of Torun
- City of Bydgoszcz
- Chamber of Industry and Commerce in Torun
- Kuyavian and Pomeranian Employers Association
- Bydgoszcz Agency for Regional Development
- Bydgoszcz Industry and Technology Park

245 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?

The main role of the regional stakeholders will be to support:
- The development of propositions for updating and improving the regional OP document targets related to SME internationalisation based on the inter-regional learning process within the SIE project
- Recommendations about potential modifications to the catalogue of actions related to the ERDF OP internationalisation policy in order to establish effective co-operation tools between different stakeholder group members involved in regional OP development

520 / 1,500 characters

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

Stakeholders identified and selected will be invited to participate in different meetings related to implementation of the SIE project. A key objective is to significantly increase knowledge about how to design policies that support & improve internationalisation among SMEs in order to apply this to the K&P regional context. Through participating (directly in some cases, and indirectly in others) in the shared learning process, the stakeholders will be exposed to best practice examples. They will work together locally through brainstorming activity within the K&P region and will develop ideas on how to influence policy improvements in order to efficiently support SMEs in 'going international' and seek to tackle barriers and obstacles to SME internationalisation. Each participant will share their own experience and contribute creative ideas to the wider interregional learning activities. These will be gathered in a report and will contribute to developing the K&P regional action plan for the project.

1,014 / 1,500 characters

B.2.6 Policy instrument 6

B.2.6.1 Definition and Context

Definition

Please name the policy instrument addressed

Aquitaine Regional Plan for Business Internationalisation

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

The policy sets out several priorities for SME internationalisation in Aquitaine:

• An “export pathway” with successive steps to ensure that all potential exporters get the prerequisites for a successful internationalisation including:
- A diagnosis by the CCII to highlight strengths & weaknesses
- Training of SME staff who will develop export strategies (commercial, sales admin., production etc.)
- Determination of target markets based on a multi-criteria analysis
- Export Business Plans consisting of action & financing plans
- Plan follow-up

• Sector priorities: markets have been prioritised for different industry sectors e.g. Germany, Belgium, UK, USA, China & Japan have been identified for the food sector. Collective business missions and other support interventions should, primarily address those markets.

• Cluster internationalisation: to help local clusters design & implement joint internationalisation strategies

• Capacity building: improving the capacity & responsiveness of training institutions (universities etc.) to help SMEs develop suitable export skills

There is scope to improve various aspects of this policy through applying innovative solutions identified from partner regions.

This policy also links directly to thematic objective 3 of the ERDF/ESF OP 2014-2020 for Aquitaine (2014FR16M0OP001) which aims to “Improve business competitiveness”. Investment priority 3d aims to "develop SME's capacity to grow in regional, national and international markets”.

1,500 / 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?

No

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

Conseil Régional d'Aquitaine (Regional Council for Aquitaine)

61 / 300 characters

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

Local governance in the field of SME internationalisation in Aquitaine is well defined through the Regional Plan for Business Internationalisation (October 2013). The CCI International is in charge of identifying and diagnosing (potential) exporters and then directing them to other partners to establish business contacts overseas (Business France, French Chambers abroad, French External Trade Advisers etc.) and financial support (Regional Council, COFACE, Public Investment Bank) which is key to bridging the gap before contracts are signed.

The heterogeneity of our exporting SME base (size, sectors, target markets, degree of preparedness) makes it necessary to continuously improve and diversify our support tools, hence the interest of benefitting from foreign experience as was done with other regions in France when CCI International was established as a fully regionalised department mid-2011. This may result in developing new skills but it is believed that our team will be able to acquire them without major structural change.

In summary, the potential improvements to the policy will focus on the implementation of new projects and a change in the management processes of the instrument.

1,204 / 1,500 characters

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

Number of CCI International Aquitaine support programmes leading to increased average export turnover for SMEs of up to 10%

124 / 200 characters

Territorial context

What is the geographical coverage of this policy instrument?

regional

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

France has had a negative trade balance for the past ten years (it became negative in Aquitaine for the first time in 2014) and French companies especially SMEs suffer from several weaknesses such as poor command of languages, lack of knowledge on export techniques and poor synergies between SMEs and big businesses. Public support to (potential) exporters is therefore key to their success, both at central and regional levels in order to foster long-term economic growth and create jobs.

In Aquitaine, there is a real need to tackle these barriers to SME internationalisation and to improve support services on the ground and it is important to start with refining the regional plan for SME internationalisation so that improvements and potential changes can filter down to the level of support implementation on the ground.

829 / 2,000 characters

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

Yes

If yes, how?

Among the 11 sectors in the Aquitaine RIS3 strategy, 4 have a clear export potential: agro-processing; wood construction and energetic efficiency; laser, photonics and imagery; and clean and smart mobility.

206 / 500 characters

B.2.6.2 Partner relevance for policy instrument 6

Partner

PP6 Aquitaine Chamber of Commerce and Industry

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

The CCII serves as the gateway for public support to SME internationalisation in the Aquitaine region and has a long experience of analysing whether a company is fit for exporting (in terms of business strategy, finances, HR etc.) and then providing concrete advice on SME internationalisation development.

306 / 500 characters

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

The CCII works closely with the Regional Council through the "Regional Plan for Business Internationalisation" in an advisory capacity and is able to influence the policy thanks to its practical experience of working in the field of SME internationalisation and supporting SMEs.

278 / 500 characters

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

The CCII will share experience with other partners about business internationalisation and in particular on how regional policies support SMEs with international public procurement, online market targeting, the development of regional consortia, access to grants etc.
The partner wishes to learn from other partners about how regional branding can support internationalisation and how to facilitate effective B2B (business-business) and other forms of matchmaking involving SMEs etc.

483 / 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

- Regional Council for Aquitaine
- SME representatives from Aquitaine including the Chamber's 'focus group' member companies from the region
- Regional business clusters (different industry sectors)
- 4 regional 'incubators' for Aquitaine (based in Germany, the US, China & Brazil)

281 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?

The Regional council for Aquitaine, which has provided a letter of support for the project, has been delegated leadership responsibility by the French Government in policy making around public support to exporting SMEs. It funds initiatives supporting SME & cluster internationalisation and several incubators which aim to facilitate businesses setting-up in 4 target countries.

The SME focus group members regularly provide collective feedback on available support tools in the region and will therefore be particularly relevant to participate in the project as they have experience in critically analysing the relevance and effectiveness of SME support policies and initiatives

The clusters and incubators will bring expertise relating to the implementation of the region's SME internationalisation policies on the ground.

826 / 1,500 characters

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

The CCI International Aquitaine has established 'focus groups' allowing SMEs to give a collective feedback on our tools to support them. For the purposes of the SIE project, the Regional Council and relevant clusters will be added to the group which will meet regularly throughout the life of the project to discuss best practice and learning outcomes from the study visits. Selected representatives will also participate in the study visits and the group will take part in policy improvement workshops.

Any interesting experience by other partners identified through the programme could be submitted to the group for guidance on how to adapt it locally. Likewise, SMEs will be asked to testify before other programme partners on how they have benefitted from Aquitaine's regional best practices.

797 / 1,500 characters

B.2.7 Policy instrument 7

B.2.7.1 Definition and Context

Definition

Please name the policy instrument addressed

Cantabria ERDF Operational Programme (2014ES16RFOP008)

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 regional OP emphasises the importance of SME internationalisation for the development of the Cantabrian economy and Priority 3b & d is aimed at "Improving the Competitiveness of SMEs". In particular the OP focuses on:

- Development & application of new SME business models, particularly for internationalisation
- Supporting the capacity of SMEs to grow in regional, national and international markets, and to engage in innovation processes

These strategic objectives are not only part of the regional ERDF programme but also the RIS3 for Cantabria and they seek to address the following issues:

- Regional companies suffer from reduced critical mass and low levels of co-ordination. This hinders their access to international markets and their ability to mobilise resources to achieve growth and innovation.
- There is a low level of cooperation between SMEs; only 22.3% of innovative companies developed collaborations in 2012.

A key need in Cantabria is to facilitate access for SMEs to financial resources and cooperation platforms or spaces that improve regional business growth and competitiveness. There is also a need to promote territorial cohesion among communities and in the context of community-led local development.

There are also strong links to the National Chamber Internationalisation Plan (article 22) in Spain which focuses on how to help SMEs develop internationalisation capacity.

1,416 / 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

Directorate General of Innovation and Industry for Cantabria

60 / 300 characters

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

Through participating in the SIE project, COCIN, and its local stakeholder group, will develop an action plan strategy on SME internationalisation which specifies the role of regional partners as drivers and/or beneficiaries from internationalisation. We will also be able to ensure that the regional strategy for internationalisation is well-aligned with country specific goals on this topic. There will be significant opportunity to alleviate barriers to the internationalisation of SMEs in order to improve policy co-ordination and, in particular, ensure consistency between policy directions followed by the different stakeholders. Finally, the project will enable us to promote and develop sustainable internationalisation strategies and diversify international activities thanks to improvements in the regional OP.

The main potential improvements to the policy will focus on the implementation of new projects.

919 / 1,500 characters

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

No. of companies receiving support, subsidies or grants to facilitate internationalisation activity under new programmes

120 / 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?

Through the effective co-ordination of stakeholder groups encourage active changes in internationalisation promotion to bridge existing gaps in regional policy. Current barriers to SME internationalisation will be clearly identified so that strategic measures can be determined to develop a more effective regional action plan.

328 / 2,000 characters

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

Yes

If yes, how?

SME internationalisation is an important part of the Cantabrian RIS3:
- Under Strategic Objective 2: companies are encouraged to be part of an open and competitive economy and to embed internationalisation as a positive challenge for the whole of society.
- Strategic Objective 4 also aims to boost business cooperation and capacity building for all sizes of companies.

369 / 500 characters

B.2.7.2 Partner relevance for policy instrument 7

Partner

PP7 Official Chamber of Commerce of Industry, Services and Navigation of Cantabria

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

COCIN has extensive experience in promoting & supporting SME internationalisation through its membership of the Enterprise Europe Network and delivering internationalisation capacity building actions for SMEs. It supported the development of the Spanish "Chambers' Internationalisation Plan" and contributed to the development of the regional ERDF OP. It will share its experience in this project and take learning from other partner regions to embed new SME support improvements into the ERDF OP.

500 / 500 characters

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

COCIN is an active member of the Monitoring Committee of the regional OP for Cantabria 2014-2020 and therefore is able to participate with the public administration responsible for the ERDF OP in strategic discussions about criteria used to evaluate the effectiveness of policy instrument implementation and consequently how and where to make improvements. The Committee will prepare action plans for which COCIN will be able to provide active feedback to improve its impact in internationalisation.

500 / 500 characters

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

COCIN plans to contribute with know-how gained from a lengthy history providing SME Internationalisation support through additional EU funded and co-ordinated initiatives such as the EEN and previous Interreg projects. Yet COCIN anticipates a huge learning benefit from sharing experiences with the other partner regions and expects to take home new ideas to benefit established practices.

389 / 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

- Directorate General of Economy and European Affairs for Cantabria
- Directorate General of Innovation and Industry for Cantabria
- Regional Development Agency for Cantabria
- Regional Business Association in Cantabria

219 / 1,000 characters

Role of these stakeholders in relation to policy instrument 1?

All of the stakeholders mentioned above play a role in developing, delivering and fulfilling the expectations of Policy Instrument 7 and all play an important part in working together to ensure that the programme is targeted at meeting specific SME needs in the region.

- The DG Economy & European Affairs for Cantabria is fundamentally responsible for managing ERDF funds in the region and as such has a key role in the stakeholder group in feeding back to the teams in charge of overseeing operation of the policy on a day to day basis.
- DG Innovation & Industry for Cantabria is responsible for the activities that will be carried out in order to meet the specific objectives of the OP and covers the transition from policy design, to its practical implementation.
- The Regional Development Agency, Sodercan, works very closely with COCIN to provide business support and promote internationalisation through organising relevant government-funded workshops and company missions to international markets.
- Finally, the Regional Association representing businesses in Cantabria plays a key role in SME engagement i.e. in ensuring that real feedback from SMEs is incorporated into the ERDF OP.

Together with the project partner (Cantabrian Chamber), these stakeholders are responsible for all stages of the SME internationalisation policy development and delivery in the region and their participation in the SIE project is crucial to maximise the opportunity to improve the ERDF OP.

1,489 / 1,500 characters

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

The role of these members of the local stakeholder group in Cantabria will include the following:
- Effectively identifying barriers that exist in meeting the requirements of the current ERDF OP policy in order to feed these back to the wider project partnership
- Studying current trends in Cantabria and learning from those in other partner regions to identify shared challenges relating to SME internationalisation
- Identifying and producing best practice cases in Cantabria and learning from those in partner regions in order to collectively develop recommendations for solutions to overcome obstacles to SME internationalisation

The stakeholder group will participate in the interregional learning process as follows:
- Meet several times throughout the life of the project to apply project learning and findings to the Cantabrian context
- Contribute to the comparative study work on SME internationalisation in the partner regions
- Be involved in hosting representatives of project partners and other regional stakeholder groups during the visits to Spain
- Participate in policy improvement workshops and nominate representatives to take part in study visits to the partner regions
- Develop the regional action plan and take forward concrete recommendations to improve the ERDF policy in Cantabria

1,311 / 1,500 characters

PART C – Project description

C.1 Brief history of the project

The initial project idea was developed by the Lead Partner which has been working with a range of local stakeholders to encourage more SMEs to consider internationalisation as a route to growth and to tackle gaps in related SME support. This local work began after a 2010 study revealed that Kent's SME internationalisation performance was lower than surrounding areas in the UK. The local partners in Kent developed a joint strategy to facilitate SME internationalisation and test a range of new support services locally and on a cross-border basis (under Interreg 4A 2 Seas). However, SME internationalisation remains a significant challenge for Kent because exporting is always more complex than domestic trade. The issue is not limited to certain industry sectors or to certain types or sizes of company which is why the focus of SIE is on SME internationalisation as a theme. Local stakeholders from Kent were keen to explore how the local policies and 'support offer' could be improved by referring to other European regions. The LP discovered that the Interreg Europe programme included a new focus on SME internationalisation and this presented a perfect opportunity to link with innovative European regions to learn from different approaches to internationalisation support strategies in order to improve these policies and programmes on the ground.

The LP began seeking potential partners in 2014 through existing networks and attending the Interreg Europe programme launch event in December. The LP received over 25 expressions of interest from organisations interested in joining the project and the LP spent a significant amount of time selecting the most relevant potential partners who faced similar challenges in their own regions with SME internationalisation. It was important to ensure that these partner regions were of a similar size or shared similar economic priority sectors such as low carbon, agri-food, renewable energy etc which link to RIS3 strategies as this would increase the relevance of the shared learning that could be implemented into regional action plans during the project. Some partners met at the launch event and the LP continued communications with them and the final list of partners by phone, email and teleconferences to ensure that they were all able to contribute to the development of a truly inter-regional project.

It was clear during the development phase that each partner region faces similar challenges around SME internationalisation and has something to bring to the table in terms of expertise and experience as well as plenty to learn from the other partners. The common issue linking all of the partner regions is of course a need to boost SME internationalisation and especially through ensuring that policies are relevant and fit for purpose and that they evolve to meet SME needs and to tackle emerging challenges related to internationalisation.

2,914 / 3,000 characters

C.2 Issue addressed

SME internationalisation is a complex process for SMEs with many barriers, both real and perceived. It is also a crucially important part of current & future SME growth across Europe and there is proven correlation to innovation. In order for Europe to remain a world-class, globally competitive economy, SMEs need to access new international markets in order to contribute to the innovation, growth and jobs agendas across the EU. The Europe 2020 strategy recognises the importance of SME internationalisation within the sustainable growth priority and flagship initiative "an industrial policy for the globalisation era". This aims "to promote the internationalisation of SMEs" in order to help them compete effectively in an increasingly global marketplace and against the backdrop of a changing global economic landscape.

The importance of ensuring that European SMEs internationalise has been reflected in a number of recent EU initiatives & polices such as the consultation on revisions to the Small Business Act for Europe to include more emphasis on internationalisation, the creation of the EU "SME Internationalisation Portal", various EU-level studies including on "support services for SMEs in international business" and of course the EU-wide Enterprise Europe Network. The partners are aware of these developments at EU level but realise the importance of boosting SME internationalisation on a regional and local basis where real SMEs are based and where internationalisation support policies have to be developed and implemented to ensure that SMEs can access international business opportunities.

SME internationalisation first and foremost boosts the economies where SMEs are located because businesses increase turnover, create jobs and generally become more innovative thanks to international trade activities.

Within priority axis 2, SO2.1, Interreg Europe aims "to improve the implementation of regional development policies … supporting SMEs in all stages of their lifecycle to develop and achieve growth" within the context of "supporting the capacity of SMEs to engage in growth in … international markets". This project addresses these issues specifically and brings together a range of strategies and policies from across Europe which all aim to enhance SME internationalisation support and facilitate international growth among SMEs in the partner regions.

SME internationalisation in particular is an interregional issue because it depends upon international working and connections. Interregional co-operation will enable regional partners to benefit from expertise about strategy development, support mechanisms and market insight from a wide ranging group of countries and sources. If SME internationalisation was easy, it would not form a part of so many regional ERDF programmes and strategies. The Interreg Europe programme, therefore, provides a unique opportunity to share approaches and methodologies to improve policy development and implementation across the EU. The cooperation within this project will enable partners to examine the effectiveness of economic development policies relating to SME internationalisation and the mechanisms and programmes they encompass (e.g. marketing using regional provenance, support for trade fair participation, B2B online and physical partnering, market visits and the co-ordination of disparate support services etc.). Key questions that will be answered by the interregional cooperation will include whether different approaches are required for SMEs considering European vs international markets, whether policies and support should vary from sector to sector and how digital technology can play a role in boosting internationalisation. Through cooperating within the framework of this project, the partners aim to critically analyse and more importantly, add value to and improve strategies and policies to ultimately boost the capacity of European SMEs in their regions to trade internationally.

3,985 / 4,000 characters

C.3 Objectives

Programme priority specific objective the project will contribute to	Improve the implementation of regional development policies and programmes, in particular programmes for Investment for Growth and Jobs and, where relevant, ETC programmes, supporting SMEs in all stages of their life cycle to develop and achieve growth and engage in innovation.
Overall objective and sub-objectives	The theme of this project is SME internationalisation which is an essential and yet challenging part of sustainable economic growth across Europe. The overall SIE project objective is therefore to enable partners & stakeholders to improve their respective regional policies relating to SME internationalisation in order to support SME development, thus boosting long-term regional economic growth and high value employment in the partner regions. The project has the following sub-objectives: • To assess barriers to SME internationalisation across the partner regions • To critically examine the content of regional policies which support & encourage SME internationalisation • To assess, through a programme of shared learning activities, the effectiveness of policy implementation measures (practical SME support measures) which exist in each region to support the achievement of key policy objectives on the ground • To identify best practice in policy implementation and gaps in support mechanisms to tackle identified barriers • To develop a series of regional action plans with recommendations and proposed concrete actions for improving SME internationalisation policies in different European regions • To implement improvements and changes to regional policies under phase 2 of this project based on best practice identified and exchanging experience during phase 1

1,379 / 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.

In order to achieve the project's objectives and sub-objectives a robust interregional learning programme has been planned. This will focus primarily on exchanging information, carrying out joint research, learning about best practice through study visits, joint analysis of SME internationalisation policy and joint evaluation & development of recommendations. The project activities will enable the partners to consider all aspects of SME internationalisation policy including designing strategies to tackle barriers faced by SMEs, identifying gaps in policy implementation (support services) and recommending realistic policy improvements. Through a series of carefully planned study visits, each partner region will present its policies and showcase best practice examples of support programmes. This will demonstrate how the policies are designed (who provides input etc.) and implemented on the ground and explain the role of stakeholders in the development of policies in each region.

Key questions & issues that will be considered during the learning process will include:
• Should / do policies take into account differences between international vs European markets?
• What are the most effective delivery mechanisms / support programmes that ensure the success of SME internationalisation policies on the ground?
• How do policies take into account the different needs of small vs large companies or experienced vs first time exporters?
• How do policies plan to promote key sectors in partner regions, particularly those linked to RIS3 strategies?
• How can new technologies play a role in facilitating SME internationalisation across a range of sectors?

The planned project activities follow a logical sequence:
1. Assessment of barriers to SME internationalisation in the partner regions and comparisons to identify common trends and issues
2. Critical examination of the content of existing regional policies
3. Comprehensive study visits to examine the effectiveness of the implementation of policies (support mechanisms) in each partner region
4. Evaluations of policy development & implementation techniques in each region and gap analysis based on study visits
5. Joint best practice guide with case studies from partner regions (based on examples seen during study visits)

6. Development of regional action plans with recommendations for policy improvement including identification of opportunities to apply best practice from partner regions to tackle barriers identified at the outset.

These regional action plans will be developed following this shared learning process as follows:
1. The partnership will jointly develop and agree a common template for the plans which will include SMART objectives
2. Each plan will take into account the key findings, case studies & recommendations resulting from the study visits and showcasing best practice from each region
3. Each partner will draft its own regional action plan (in its own language) in addition to an executive summary in English
4. Each local stakeholder group will be closely consulted by the project partners to advise on and contribute to the development of the plan and to ensure that it is relevant and feasible within each regional context
5. The plans will then be validated by key policy-makers in each region with a view to encompassing key findings & recommendations within the main policy instruments identified in the project application
6. If approved, phase 2 of the project will enable the partners to take steps to ensure that key recommendations are adopted into regional policies through promoting an evidence-based, joint approach resulting from phase 1 and backed by the local stakeholders

The participation of the local stakeholder groups is essential for the successful implementation of this project. Each project partner recognises the valuable insight that these stakeholders have both in terms of the development and the implementation sides of regional policies. Local stakeholders will form an integral part of hosting study visits in their own partner region to explain how the policies are shaped and operate on the ground. These cross-sector representatives will include business support organisations, SMEs and representatives of MAs etc. to provide a complete view. Key members of stakeholder groups will also attend study visits in partner regions to learn from best practice in policy implementation across Europe.

Different levels of learning will take place within the context of SIE:
• Individuals within partner organisations & stakeholder groups will learn about relevant policies across Europe through participating in the learning activities
• Organisations (partners & stakeholders) will have access to the learning through reports, case studies, attending policy improvement workshops and conferences etc.
• External learning will take place with wider European regions and bodies through the general promotional activities and final conference

4,980 / 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 communication strategy will be jointly developed by the partners. Key objectives are to:

1. Disseminate key results & information related to the project theme (SME internationalisation) to relevant policy makers and stakeholders with a particular focus on providing clear, evidence-based recommendations to influence regional policies
2. Inform various audiences about the role of the Interreg Europe programme EU funding in supporting SIE

Target audiences are detailed below but include policy makers (local / regional politicians), stakeholders (public authorities; senior & operational staff, business support organisations), SMEs, other European regions & institutions. The partners will make use of both internal & external communication channels to maximise the impact of the project learnings & results.

Key messages include the importance of improving policies to boost internationalisation among European SMEs and how inter-regional cooperation can help tackle barriers faced by SMEs and improve related policies & implementation methods.

Activities will be delivered throughout the implementation phase of the project and will include tailored reports, digital content (on partner websites, social media etc.), press releases & executive summaries of local action plans. Key communication actions / messages will follow the different stages of the project and will culminate in the production of regional action plans offering practical solutions, based on the inter-regional learning process to make positive policy-level changes to unlock further SME internationalisation potential in the partner regions. The LP will be responsible for major communication actions on behalf of the project but each partner has budgeted for communication & publicity costs and will disseminate information about the project and its key results within their own regional & national context. The project steering group will continually evaluate the effectiveness of communication activities.

1,995 / 2,000 characters

Objectives	Target group	Activities
To encourage the improvement of regional SME internationalisation policies in the project partner regions 105 / 1,500 characters	• Regional / local politicians (internal to the partner organisations and external) with economic development portfolios and responsibilities from each of the partner regions • Members of ESIF / ERDF monitoring committees in partner regions 242 / 1,500 characters	• Produce & disseminate regional reports evaluating the current effectiveness of SME internationalisation policies & implementation mechanisms 143 / 1,500 characters
To highlight common barriers to SME internationalisation and propose potential solutions based on shared learning and joint working 131 / 1,500 characters	• Directors and officers within regional / local public authorities in charge of developing and overseeing the implementation of economic development policies which feature SME internationalisation as a topic. Some of these individuals will be internal to the partner organisations and some will be external. • Regional Business support and business membership organisations with a role in implementing SME support for internationalisation (Chambers of Commerce etc.) • Regional representatives of national business support agencies & government departments 558 / 1,500 characters	• Produce & disseminate best practice case studies following study visits about the successful implementation of policies using innovative methods in other regions 163 / 1,500 characters
Provide a base of evidence about effective support interventions which could help SMEs overcome barriers to internationalisation 128 / 1,500 characters	• Regional Business support and business membership organisations with a role in implementing SME support for internationalisation (Chambers of Commerce et.c) • Regional representatives of national business support agencies & government departments 248 / 1,500 characters	• Develop a series of recommendations within regional action plans based on identified solutions to overcome barriers to SME internationalisation 145 / 1,500 characters
To showcase best practice examples of policy implementation for SME internationalisation development & support from the various partner regions 143 / 1,500 characters	• Directors and officers within regional / local public authorities in charge of developing and overseeing the implementation of economic development policies which feature SME internationalisation as a topic (some internal, some external depending on the partner region) • Regional Business support and business membership organisations with a role in implementing SME support for internationalisation (Chambers of Commerce etc.) • Regional / local politicians with economic development portfolios and responsibilities from each of the partner regions (internal and external) 576 / 1,500 characters	• Reports and best practice case studies produced and made available on partner websites and disseminated to key contacts (internal & external) electronically 158 / 1,500 characters

Objectives	Target group	Activities
To promote new regional action plans produced as part of the project which are aimed at improving SME internationalisation support policies & programmes in partner regions 171 / 1,500 characters	• Internal audiences i.e. staff (officers, senior managers, directors) within the partner organisations and local stakeholder groups • Local / regional politicians • Regional Business support and business membership organisations in each partner region and beyond • Organisations with a role to play in the field of SME support and economic development (local authorities, Chambers of Commerce, universities etc.) • SMEs in the partner regions 443 / 1,500 characters	• Issuing press releases & media briefings • Executive summaries of regional action plans produced and made available on partner websites and disseminated to key contacts electronically • Presentations to local business networks, stakeholder organisations etc. 260 / 1,500 characters
To promote the SIE project in general and how it will ultimately improve SME internationalisation support & capacity in Europe and to promote the role of ERDF Interreg Europe funding in making the project possible 213 / 1,500 characters	• Internal audiences i.e. staff (officers, senior managers, directors with a particular interest in SME support, economic development and international trade) within the partner organisations • Local / regional politicians • Regional Business support and business membership organisations in each partner region and beyond • Organisations with a role to play in the field of SME support and economic development (local authorities, Chambers of Commerce, universities etc.) • SMEs in the partner regions • The general public / citizens in the partner regions 558 / 1,500 characters	Developing and delivering the following communication tools: • A3 posters displayed in partner premises • Project information summarised on partner and local stakeholder websites • Project information publicised by partners' social media channels and streams • Executive summaries of regional action plans • Press releases and media briefings • Information / articles in regional newsletters, e-bulletins etc. • Information about SIE published on the Interreg Europe website, Interreg and EU logos will feature on all publicity & communication actions, both electronic and 'hard copy', and the partners will deliver actions in line with the detailed Interreg programme guidance on communication. 696 / 1,500 characters
To ensure that key results from SIE feed into and learn from the wider Interreg Europe co-operation activities and platforms 124 / 1,500 characters	• Coordinators of Interreg Europe platforms • Other Interreg Europe project leaders and partners 97 / 1,500 characters	• Attendance by the Lead Partner (and others if necessary) at key Interreg Europe annual events and platform activities 119 / 1,500 characters
To promote the SIE project within the partner organisations and highlight the role of Interreg Europe in funding a project which addresses key challenges in the partner regions 176 / 1,500 characters	• General staff, directors and politicians from the partner organisations • Staff working specifically on issues of economic development and SME support 153 / 1,500 characters	• Inclusion of articles and information about the SIE project in internal newsletters, staff bulletins, intranet sites within the 7 partner organisations 153 / 1,500 characters

C.6.1 Overview of the expected outputs and results

The project will deliver a number of key outputs which will in turn, lead to a range of potential results:

Expected Outputs:
• Joint research report on barriers to SME internationalisation to develop a common understanding of key issues among partners and local stakeholders
• 7 Local Stakeholder Groups formed to apply inter-regional learning to local contexts
• 7 study visits to partner regions to see challenges in each partner region and view best practice
• At least 7 best practice case studies identified highlighting successful implementation of SME internationalisation policies
• 2 SME Internationalisation policy improvement workshops to enable partners and stakeholders to support each region in improving its policies
• 7 regional action plans developed to improve SME internationalisation policies in partner regions
• Final dissemination conference to promote the success of the project and share its achievements & results

Expected Results:
• Partners and stakeholders with a clearer idea of common barriers faced by SMEs across Europe
• A range of organisations in each partner region better informed about the challenges faced by SMEs wishing to internationalise
• Partners & stakeholders aware of innovative solutions for boosting SME internationalisation and other approaches to tackling barriers which could potentially be transferred and adapted for their own local context
• Partners & stakeholders aware of best practice in implementing SME internationalisation policies in different regions and better equipped to adapt policies & programmes to pilot them in new regional contexts
• Evidence-based recommendations available to key stakeholders to help them in planning, shaping and improving new policies and implementation measures to boost SME internationalisation
• Target groups more aware of barriers & innovative solutions to help SMEs to internationalise, leading to improved policies and programmes across Europe

These results and outputs will ultimately lead to SME internationalisation policy improvements within each of the partner regions. The partners anticipate that most policy improvement results will involve implementing new projects and recommending changes to programme content although, no doubt, some of the policy instruments concerned by the project may be able to modify governance arrangements as a result of this project.

Beyond the life of the project itself, the longer term results of the project will be improved policies leading to improved SME support measures and ultimately increased capacity of SMEs to engage with international markets which will increase SME growth, regional economic growth & high value employment opportunities in the partner regions.

2,721 / 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	6
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)	30947000
Estimated amount of other funds influenced (in EUR)	2800000

Policies	Self-defined performance indicators	Target
Policy 1	Number of new SME internationalisation support initiatives adopted following the project implementation	3
Policy 2	Number of new SMEs investing in internationalisation	20
Policy 3	Number of ERDF programmes increasing the share of SME exports among the total performance of SMEs	1

Policies	Self-defined performance indicators	Target
Policy 4	Number of new initiatives developed and offered in the whole of Lower-Saxony to promote internationalisation for SMEs	1
Policy 5	New support initiatives for SMEs establishing a branch/office in foreign markets and acceleration programmes for 'born-global' SMEs	2
Policy 6	Number of CCI International Aquitaine support programmes leading to increased average export turnover for SMEs of up to 10%	1
Policy 7	No. of companies receiving support, subsidies or grants to facilitate internationalisation activity under new programmes	3483

Output indicators	Target
No. of policy learning events organised	55
No. of good practices identified	7
No. of people with increased professional capacity due to their participation in interregional cooperation activities	21
No. of action plans developed	7
No. of appearances in media (e.g. press)	7
No. of new visitors to project website since last reporting period	300

C.6.3 Innovative character

The results of this project will be innovative because for the first time, they will be based on a detailed, pan-European shared learning process. This will ensure that project results (including concrete regional action plans) which ensure that regional policies are able tackle the complexities associated with all aspects of SME internationalisation support with a view to mainstreaming the types of priorities and actions which have been successfully developed and piloted within different partner regions. Leaning from these policies and initiatives from across Europe will draw out clear recommendations and encourage the adoption of new solutions and innovative proposals for improving mainstream internationalisation policy design in the partner regions.

Between them, the partners have had direct involvement in a range of EU projects and initiatives related to SME internationalisation (too many to list comprehensively in this application) but for example:
- The LP led an Interreg 4A 2 Seas project called “2 Seas Trade” which supported first time exporters into partner region markets and the LP is now also involved in several new project applications focusing on the internationalisation of key sectors (Life Sciences) under 5B NWE and on international innovation under the 2 Seas programme.
- PP2 was a partner in an Interreg 4B project called ADC which included a focus on internationalisation through SME clustering across national borders and within key economic sectors such as agri-food

These projects and initiatives focus(ed) on the implementation of SME internationalisation policy objectives. The added value of this project is that it gives the partners a chance to critically examine the results of these projects to identify successes and potential improvements. In addition to this, the partners will connect to local representatives of the Enterprise Europe Network to draw on expertise in connecting SMEs across Europe and to ensure that relevant links are made.

1,997 / 2,000 characters

C.6.4 Durability of results

Although the content and recommendations of the action plans are yet to be defined (as this is fully dependent on the learning and exchange activities that will take place within the project), the partners envisage that the main project results will lead to lasting impacts in the partner territories. This is because the partnership has been carefully selected to enable innovative European regions to showcase best practice elements of their SME internationalisation policies and explore their adoption within the partner areas.

The partners are confident that as a direct consequence of the detailed learning process and development of concrete regional action plans, endorsed by local stakeholders, that the results of the project will provide practical solutions which can then be adopted and delivered in the partner territories.

Although sharing a common template, each regional action will take into account the regional context and which elements of policies from partner regions could be adopted (with amendments to ensure local fit) to add value to existing regional policies and programmes. An important part of the regional action plans will be a series of SMART objectives, backed by evidence of successes in partner regions to make a strong business case for implementation in the partner regions.

The whole project has been designed from the outside to ensure that the end results are feasible, realistic and deliverable in the partner regions which will lead to a lasting legacy from the project and improved internationalisation support in the regions coupled with SME and economic growth.

1,610 / 2,000 characters

C.7 Horizontal principles

	Type of contribution	Description of the contribution
Sustainable development	Positive effects	SIE will improve SME internationalisation policies which help SMEs grow and become more innovative; in turn boosting the quality of life across Europe thanks to job creation and new high-value opportunities in the labour market. While traditional exporting has had a negative environmental impact due to the physical movement of goods, internationalisation in the 21st Century is not solely about shipping goods to international markets. This project will consider the increasing role of new and emerging digital technologies in facilitating international trade and reducing the need for unnecessary travel. Linked to this is the value of international B2B partnerships whereby SMEs can link with complementary companies to work together to succeed in international markets, again without travelling unnecessarily. To implement the project itself, the partners will use the most sustainable transport solutions and will maximise the use of electronic communications. 966 / 1,000 characters
Equal opportunities and non-discrimination	Neutral	The project partners will ensure that no party involved in or benefiting from the project is discriminated against on the grounds of age; disability; gender, race, ethnic origin, religion, belief, pregnancy or sexual orientation. The project partners believe that companies of all sizes and from a range of industry sectors can benefit from internationalisation. As such, the policies in the partner regions which aim to boost SME internationalisation, have in mind SMEs led by and employing people from all groups in society regardless of any of the factors mentioned above. The lead partner and other project partners will adhere to their own internal equality and diversity policies in all aspects of the delivery of the project. 732 / 1,000 characters

	Type of contribution	Description of the contribution
Equality between men and women	Neutral	Key project staff and members of the local stakeholder groups will consist of a roughly equal proportion of men and women. All individuals participating in and benefiting from the project will not be discriminated against on the basis of their gender. The overall theme of the project and the policies which it will influence, ultimately encourage internationalisation among SMEs owned by and employing both women and men. 422 / 1,000 characters
Digital agenda for Europe	Positive effects	The project partners realise that the exponential growth in the take up of digital technologies offer a wealth of possibilities for SMEs. There is a lot of untapped potential, however, in helping SMEs understand how e-retailing, use of video conferencing, translation engines and mobile apps can help them with many aspects of internationalisation. The partners will work to ensure that the full potential of the role of digital technologies in facilitating SME internationalisation is embedded into regional policies to help boost the digital single market. 558 / 1,000 characters

C.8.1 Management arrangements

The Lead Partner will oversee the overall management and co-ordination of the project with close support from the other project partners. The LP has significant experience in leading and participating in ETC projects, including under the Interreg 4C programme, and will employ a project manager who will also take the role of communication manager, a separate financial manager as well as a project officer function to assist with the day to day running of the project. Both the project manager and the financial manager have many years' experience delivering successful ETC projects and are fully aware of the Interreg Europe programme requirements.

The lead partner's obligations include:
• Signing the subsidy contract
• Ensuring a partnership agreement is jointly developed and signed
• Preparing (with support of partners) progress reports (covering both the financial & activity parts of the project)
• Organising steering group meetings (often directly before or after a study visit to reduce travel costs)
• Overseeing the overall delivery of the project activities

Most of the partners have significant experience as partners in ETC and other European-funding projects. Each partner will allocate a project coordinator and finance officer. Each project coordinator will also undertake responsibility for project communications in the partner region.

A Project Steering Group comprising key representatives of each partner organisation with additional partner staff members and representatives from the local stakeholder groups participating where appropriate. Its role will include making decisions on a consensus basis, agreeing activities, work plans & reports, monitoring progress on project implementation (in line with indicators & activity plans), discussing any modifications (minor or major) and monitoring financial progress. The group will monitor the quality of the project implementation and its effectiveness and propose any adjustments necessary to ensure that the project achieves its objectives. The group will meet at least twice a year but will liaise more regularly via teleconference during phase 1 and will meet on an annual basis during phase 2. At the start of the project, the lead partner will organise a first partner meeting of project coordinators and finance officers to outline the requirement of Interreg Europe in terms of ensuring that costs are eligible, have been procured in line with EU, national and programme regulations and to agree dates and deadlines for submission of the financial element of each progress report via the OLF.

The majority of day-to-day communication between partners will be carried out via email, skype and telephone but they will meet at regular intervals during the implementation phase of the project to jointly discuss the project activities, financial progress and communication actions of the project. In terms of project reporting, the LP will oversee the process and each partner which provide input into the joint progress reports and ensure that all expenditure is verified by their FLC.

Each local stakeholder group will consist of relevant experts and will act in an advisory capacity to the project partners. Members will participate in both phases of the project and will join steering groups where relevant in addition to participating in the policy improvement workshops, study visits etc.

3,383 / 4,000 characters

C.8.2 Project coordinator

Will project management be externalised? No

C.8.3 Finance manager

Will financial management be externalised? No

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

The following actions have been planned by the partners to begin the exchanging of experience process during semester 1:
• Joint terms of reference will be developed by the partners for a comparative study on internationalisation and work will commence on the joint study & analysis. External experts will be commissioned as necessary to assist project partners in obtaining the relevant information to enable a wider comparative analysis of the findings. The study will focus on:
- Barriers faced by SMEs (perceived vs real)
- Mapping levels of internationalisation in each region
- Mapping key export destinations from each region
- Current policy & support provision for SME internationalisation in each region
- Inter-regional policy & support comparison
- Identification of business support services for internationalisation in each region

• Terms of reference will be developed to define the specific roles and expectations for the local stakeholder groups in the project learning process
• Formation of local stakeholder groups and first meetings will take place in each partner region
• Study visit 1 will take place in Kent (UK)

Each study visit will be organised over 3 calendar days to maximise the time the partners can spend working together and to facilitate travel arrangements. They will enable the partners to:
• Learn more about SME internationalisation policies affecting the hosting partner region
• Examine regional economic data and understand the regional context
• See and learn about best practice examples of SME internationalisation policy implementation
• Meet with and have presentations from key stakeholders, policy-makers and SMEs from the region
• Provide initial input for policy improvement to the hosting partner region

Role of partners:
• The Lead Partner will plan, organise and host the first study visit, lead on the development of terms of reference for joint study and the stakeholder groups. It will set up the local stakeholder group in its region and oversee the production of the study visit report.
• The project partners will all participate in the first study visit and contribute to the report, they will establish local stakeholder groups and organise a meeting in their own regions and will contribute to the development of the stakeholder group and study terms of reference. Some partners will commission external experts to contribute to the study work in their respective regions

Role of the local stakeholder groups:
The groups will meet for the first time during this semester in order to find out about the planned project implementation schedule and will agree on the local approach to the shared learning process. They will provide input into the study terms of reference and key representatives will take part in the first study visit. The LP's stakeholder group will be involved in hosting the partners and their stakeholder group representatives during the first study visit to the UK.

2,955 / 3,000 characters

b) Communication and dissemination

The partners will work together via email and teleconference and within the first steering group meeting to drive forward the first communication & publicity actions to promote the project and raise awareness among key target groups. Specific actions will include:

• Joint development of key messages about the project for different target audiences (in English but to be disseminated in the local languages of each partner region)
• Development of content for the project pages on the Interreg Europe site as well as project partner (& local stakeholder) websites
• Commission the design & creation of A3 posters for display at partner premises to promote the SIE project as well as pull up banners where these would be useful
• Initial promotion of project in local newsletters, publications and on relevant websites, e-bulletins and social media channels
• A press release will be issued in the hosting region for the study visit

Role of partners:
All partners will work together to develop generic promotional content for the project and will be involved in promoting the project to different target audiences within their region
The lead partner will also participate in any Interreg Europe annual events or platform activities during this semester

The local stakeholder groups will firstly be informed about all aspects of the project at the outset and secondly will be encouraged by the partners to promote the project through their own networks and dissemination channels.

1,485 / 1,500 characters

c) Project management

The following actions will be delivered to ensure that robust project management procedures are established from the start of the project's implementation phase:

• A first steering group / project kick-off meeting will take place bringing together all partners to discuss specific implementation requirements and plan the delivery timetable. The first meeting will involve project coordinators and finance officers from the different partners to ensure that the project management aspects of the project get off to a solid start
• Organise teleconferences / videoconferences to enable partners to discuss, plan and agree on all aspects of project implementation

Role of the partners:
• The LP's finance officer will make initial contact with each of the partners' finance officers to agree reporting deadlines and processes
• The LP will sign the subsidy contract, coordinate the signing process for the partnership agreement, establish and agree with the partners reporting procedure deadlines (internal to the project) to ensure that the project meets the formal reporting deadlines set by the Interreg Europe programme
• All partners will sign the partnership agreement, formally appoint a First Level Controller at the start of the project and set up internal financial monitoring systems and processes for keeping records in line with the Interreg Europe programme requirements

Representatives of the local stakeholder groups will participate in the first project steering group meeting

1,497 / 1,500 characters

Main Outputs

• Interregional SME Internationalisation study terms of reference produced
• Local stakeholder groups formalised in each partner region and meeting for the first time (7 meetings, 1 per region)
• 1 study visit organised (to Kent, UK)
• 1 study visit evaluation report drafted
• 1 Best practice case study identified from study visit
• Project web content drafted
• Obligatory A3 communication posters created
• 1 Project steering group meeting

445 / 1,000 characters

Semester 2

10/2016 - 03/2017

a) Exchange of experience

The following actions have been planned by the partners for semester 2 of project implementation:
• Overseeing the production of the final research & analysis report focusing on barriers to SME internationalisation which will collate and compare findings from each partner region
• Study visit 2 will take place in Molise Italy using a similar format (including any potential improvements following the first visit) to the first one which will have taken place during semester 1 and a joint partner report will be produced
• Study visit 3 in Region Północny Poland and a joint partner report produced
• Best practice case studies will be identified for Molise and Północny
• Stakeholder group meetings will take place in each partner region with a focus on planning and maximising regional involvement and potential outcomes from the learning process

Role of partners:
• PP2 and PP5 will plan, organise and each host a study visit
• Each partner will participate in the study visits, contribute to the evaluation reports and organise local stakeholder groups in their own regions
• The LP will oversee the production of the study visit reports

Role of the local stakeholder groups:
The local stakeholder groups from the hosting regions will participate in the study visits in order to meet the project partners, present their roles in developing & implementing regional policies encouraging SME internationalisation and to exchange experience and ideas about improving policies. Selected key stakeholder group representatives from the visiting partner regions will also participate in the study visits to maximise the impact of the learning activities in the other regions. The stakeholders will also receive copies of the final study and evaluation reports & best practice case studies identified from the study visits. They will meet to discuss the potential implications of the study results for their respective regions.

1,928 / 3,000 characters

b) Communication and dissemination

Partners will carry out the following actions during this semester to promote the project:
• Website updates and promotion of project via social media
• Press releases will be issued in hosting regions for study visit
• Dissemination of best-practice case studies and study visit reports to key stakeholders and different communication target groups
• Continued promotion of the project in local newsletters, publications and on relevant websites, e-bulletins and social media channels
• Press releases will be issued in the hosting regions for study visits

Role of partners:
All partners will be responsible for delivering the above communication actions in their own regions and undertaking activities to engage with key target audiences identified under section C.5 of this application
The lead partner will also participate in any Interreg Europe annual events or platform activities during this semester

The local stakeholder groups will firstly be informed about all aspects of the project at the outset and secondly will be encouraged by the partners to promote the project and its key findings through their own networks and dissemination channels.

1,160 / 1,500 characters

c) Project management

The following project management actions will be delivered during this semester:
• A second project steering group meeting will take place in Italy to coincide with the study visit. This will involve all partners and enable them to discuss progress on project implementation progress
• Additional teleconferences / videoconferences to enable partners to discuss, plan and agree on various aspects of project implementation
• Progress report 1 and financial claim (checked by First Level Controllers) submitted to JS

Role of the partners:
• The LP will coordinate the submission of the progress report and financial claim with input from all project partners
• The LP will plan and organise the partner meetings and steering group meeting although PP2 as hosting region will organise the practical side of the steering group meeting
• All partners will participate in partner and steering group meetings and will continue to ensure that procedures are followed to enable record keeping and financial management in line with the Interreg Europe programme requirements

Representatives of the local stakeholder groups will participate in steering group meetings where specific expertise and advise would be valuable.

1,220 / 1,500 characters

Main Outputs

• 2 study visits organised and evaluation reports produced
• 2 best practice case studies identified and reported
• Final study / analysis report of barriers to SME internationalisation in the partner regions
• 1 project steering group meeting
• 7 local stakeholder group meetings (1 per region)
• Progress report 1 submitted covering semester 1 activity

355 / 1,000 characters

Semester 3

04/2017 - 09/2017

a) Exchange of experience

The following actions have been planned by the partners for semester 3 of project implementation:
• Study visit 4 will take place in Cantabria, Spain and a joint partner evaluation report will be produced
• A best practice case study will be identified for Cantabria
• Stakeholder group meetings will take place in each partner region in order to review findings from initial study visits and to start thinking about potential regional application of best practice viewed

Role of partners:
• PP7 will plan, organise and host the study visit
• Each partner will participate in the study visit, contribute to the evaluation reports and organise local stakeholder groups in their own regions
• The LP will oversee the production of the study visit report

Role of the local stakeholder groups:
The local stakeholder groups from the hosting region will participate in the study visit in order to meet the project partners, present their roles in developing & implementing regional policies encouraging SME internationalisation and to exchange experience and ideas about improving policies. Selected key stakeholder group representatives from the visiting partner regions will also participate in the study visit to maximise the impact of the learning actions in the other regions. The stakeholders will also receive copies of the evaluation reports & best practice case studies identified from the study visit.

1,413 / 3,000 characters

b) Communication and dissemination

Partners will carry out the following actions during this semester to promote the project:
• Website updates and promotion of project via social media
• Press releases will be issued in hosting regions for study visit
• Dissemination of best-practice case studies and study visit reports to key stakeholders and different communication target groups
• Continued promotion of the project in local newsletters, publications and on relevant websites, e-bulletins etc.

Role of partners:
All partners will be responsible for delivering the above communication actions in their own regions and will deliver actions that ensure emerging key messages are relayed to different target groups
The lead partner will also participate in any Interreg Europe annual events or platform activities during this semester

The local stakeholder groups will support the project partners in promoting the project through their own networks and dissemination channels.

948 / 1,500 characters

c) Project management

The following project management actions will be delivered during this semester:
• A third project steering group meeting will take place in Spain to coincide with the study visit. This will involve all partners and enable them to discuss progress on project implementation progress
• Additional teleconferences / videoconferences to enable partners to discuss, plan and agree on various aspects of project implementation
• Progress report 2 and financial claim (checked by First Level Controllers) submitted to JS

Role of the partners:
• The LP will coordinate the submission of the progress report and financial claim with input from all project partners
• The LP will plan and organise the partner meetings and steering group meeting although PP7 as hosting region will organise the practical side of the steering group meeting
• All partners will participate in partner and steering group meetings and will continue to ensure that procedures are followed to enable record keeping and financial management in line with the Interreg Europe programme requirements

Representatives of the local stakeholder groups will participate in steering group meetings where specific expertise and advise would be valuable.

1,217 / 1,500 characters

Main Outputs

• 1 study visit organised
• 1 study visit report
• 1 best practice case study identified and reported
• 1 Project steering group meeting
• 7 local stakeholder group meetings (1 per region)
• Progress report 2 submitted covering semester 2 activity

248 / 1,000 characters

Semester 4

10/2017 - 03/2018

a) Exchange of experience

The following actions have been planned by the partners for semester 4 of project implementation:
• Study visit 5 will take place in Hannover, Germany and a joint partner evaluation report will be produced
• Study visit 6 will take place in Aquitaine, France and a joint partner evaluation report will be produced
• Best practice case studies will be identified for Hannover and Aquitaine
• Stakeholder group meetings will take place in each partner region

Role of partners:
• PP4 and PP6 will plan, organise and each host a study visit
• Each partner will participate in the study visit, contribute to the evaluation reports and organise local stakeholder groups in their own regions
• The LP will oversee the production of the study visit reports

Role of the local stakeholder groups:
The local stakeholder groups from the hosting regions will participate in the study visits in order to meet the project partners, present their roles in developing & implementing regional policies encouraging SME internationalisation and to exchange experience and ideas about improving policies. Selected key stakeholder group representatives from the visiting partner regions will also participate in the study visit to maximise the impact of the learning activities in the other regions. The stakeholders will also receive copies of the evaluation reports & best practice case studies identified from the study visits.

1,413 / 3,000 characters

b) Communication and dissemination

Partners will carry out the following actions during this semester to promote the project:
• Website updates and promotion of project via social media
• Press releases will be issued in hosting regions for study visits
• Dissemination of best-practice case studies and study visit reports to key stakeholders and different communication target groups
• Continued promotion of the project in local newsletters, publications and on relevant websites, e-bulletins etc.

Role of partners:
All partners will be responsible for delivering the above communication actions in their own regions and will publicise key information about the project to different target audiences
The lead partner will also participate in any Interreg Europe annual events or platform activities during this semester

The local stakeholder groups will support the project partners in promoting the project through their own networks and dissemination channels.

936 / 1,500 characters

c) Project management

The following project management actions will be delivered during this semester:
• A fourth project steering group meeting will take place in Aquitaine to coincide with the study visit. This will involve all partners and enable them to discuss progress on project implementation progress
• Additional teleconferences / videoconferences to enable partners to discuss, plan and agree on various aspects of project implementation
• Progress report 3 and financial claim (checked by First Level Controllers) submitted to JS

Role of the partners:
• The LP will coordinate the submission of the progress report and financial claim with input from all project partners
• The LP will plan and organise the partner meetings and steering group meeting although PP6 as hosting region will organise the practical side of the steering group meeting
• All partners will participate in partner and steering group meetings and will continue to ensure that procedures are followed to enable record keeping and financial management in line with the Interreg Europe programme requirements

Representatives of the local stakeholder groups will participate in steering group meetings where specific expertise and advise would be valuable.

1,225 / 1,500 characters

Main Outputs

• 2 study visits organised
• 2 Study visit reports
• 2 Best practice case studies produced
• 1 Project steering group meeting
• 7 local stakeholder group meetings (1 per region)
• Progress report 3 submitted covering semester 3 activity

237 / 1,000 characters

Semester 5

04/2018 - 09/2018

a) Exchange of experience

The following actions have been planned by the partners for semester 5 of project implementation:
• Study visit 7 (the final one) will take place in the Ústí Region, the Czech Republic and a joint partner evaluation report will be produced
• A best practice case study will be identified for the Ústí region

	• Stakeholder group meetings will take place in each partner region to work on reviewing the findings from all of the study visits and best practice examples identified during phase 1 • A first policy improvement workshop will be organised in Italy (these workshops will be facilitated by an expert and will involve presentations highlighting best practice examples and key challenges from different regions, interregional small interactive group working with a problem-solving approach, round table discussions and final conclusions which will feed into reports that can be reviewed by each local stakeholder group) • Templates and suggested content / formats will be finalised for the regional action plans Role of partners: • PP3 will plan, organise and host a study visit • Each partner will participate in the study visit, contribute to the evaluation reports and organise local stakeholder groups in their own regions • The LP will oversee the production of the study visit report • All partners will participate in the policy improvement workshop Role of the local stakeholder groups: The local stakeholder groups from the hosting region will participate in the study visit in order to meet the project partners, present their roles in developing & implementing regional policies encouraging SME internationalisation and to exchange experience and ideas about improving policies. Selected key stakeholder group representatives from the visiting partner regions will also participate in the study visit to maximise the impact of the learning activities in the other regions. The stakeholders will also receive copies of the evaluation reports & best practice case studies identified from the study visits. The groups will also actively participate in the first policy improvement workshop bringing with them a range of backgrounds and expertise which will lead to fruitful exchanges and outcomes for the project and each of its partner regions. 2,265 / 3,000 characters
b) Communication and dissemination	Partners will carry out the following actions during this semester to promote the project: • Website updates and promotion of project via social media • Press releases will be issued in hosting regions for study visits • Dissemination of best-practice case studies and study visit reports to key stakeholders and different communication target groups • Continued promotion of the project in local newsletters, publications and on relevant websites, e-bulletins etc. • SME Internationalisation best practice guide produced bringing together all case studies identified during the study visits Role of partners: All partners will be responsible for delivering the above communication actions in their own regions and the LP will coordinate the completion of the best practice guide in close liaison with the project partners The lead partner will also participate in any Interreg Europe annual events or platform activities during this semester The local stakeholder groups will support the project partners in promoting the project through their own networks and dissemination channels. 1,090 / 1,500 characters
c) Project management	The following project management actions will be delivered during this semester: • A fifth project steering group meeting will take place in Ústí Region to coincide with the study visit. This will involve all partners and enable them to discuss progress on project implementation • Additional teleconferences / videoconferences to enable partners to discuss, plan and agree on various aspects of project implementation • Progress report 4 and financial claim (checked by First Level Controllers) submitted to JS Role of the partners: • The LP will coordinate the submission of the progress report and financial claim with input from all project partners • The LP will plan and organise the partner meetings and steering group meeting although PP3 as hosting region will organise the practical side of the steering group meeting • All partners will participate in partner and steering group meetings and will continue to ensure that procedures are followed to enable record keeping and financial management in line with the Interreg Europe programme requirements Representatives of the local stakeholder groups will participate in steering group meetings where specific expertise and advise would be valuable. 1,212 / 1,500 characters
Main Outputs	• 1 study visit organised • 1 Study visit report • 1 best practice case study identified and reported • 1 collated best practice case study report produced • 1 overall summary study report produced • 1 Policy improvement workshop • 1 Project steering group meeting • 7 local stakeholder group meetings (1 per region) • Progress report 4 submitted covering semester 4 activity 378 / 1,000 characters

Semester 6

10/2018 - 03/2019

a) Exchange of experience	The following actions have been planned by the partners for the final semester of project implementation under phase 1: • A second policy improvement workshop will be organised in Spain involving local stakeholders and key decision makers from the different regions to discuss potential improvements to policies in each region based on the results and findings of the study visits • Regional actions plans will be drafted for each partner region with the full involvement of partners and local stakeholders. The action plans will include clear recommendations for policy improvement in each region supported by feasible SMART goals. It is anticipated that the regional action plans will be based heavily on the shared learning and best practice examples studied as part of the phase 1 activities. • Stakeholder group meetings will take place in each partner region and will focus in particular on approving regional action plan content and ensuring that proposed activities and solutions are feasible and realistic within each regional context Role of partners: • The LP will coordinate the organisation of the policy improvement workshop with PP7 taking a lead on the practical arrangements and will plan the workshop to maximise the possibility for interregional exchange and concrete outcomes • Each partner will participate in the policy improvement workshop and will develop a regional action plan for its own area in close liaison with its local stakeholder group Role of the local stakeholder groups: The groups will participate in the policy improvement workshop and will be fully involved in the drafting of regional action plans in their respective region 1,668 / 3,000 characters
b) Communication and dissemination	Partners will carry out the following actions during this semester to promote the project: • Executive summaries in English of regional action plans produced and circulated widely to relevant stakeholdes, policy makers and key decision makers in each partner region • Website updates and promotion of project via social media with key outcomes from the first phase of the project • Continued promotion of the project in local newsletters, publications and on relevant websites, e-bulletins etc. Role of partners: All partners will be responsible for delivering the above communication actions in their own regions The LP will participate in any Interreg Europe annual events or platform activities The local stakeholder groups will support the project partners in promoting the project through their own networks and dissemination channels and key representatives will attend the project dissemination event. 912 / 1,500 characters

c) Project management	The following project management actions will be delivered during this semester: • A sixth project steering group meeting will take place in Spain to coincide with the policy improvement workshop. This will involve all partners and enable them to discuss progress on project implementation progress • Additional teleconferences / videoconferences as necessary to enable partners to discuss, plan and agree on various aspects of project implementation • Progress report 5 and financial claim (checked by First Level Controllers) submitted to JS Role of the partners: • The LP will coordinate the submission of the progress report and financial claim with input from all project partners • The LP will plan and organise the partner meetings and steering group meeting although PP7 as hosting region will organise the practical side of the steering group meeting • All partners will participate in partner and steering group meetings and will continue to ensure that procedures are followed to enable record keeping and financial management in line with the Interreg Europe programme requirements Representatives of the local stakeholder groups will participate in steering group meetings where specific expertise and advise would be valuable. 1,245 / 1,500 characters
Main Outputs	• 7 regional action plans including executive summaries in English produced • 1 Policy improvement workshop • 1 Project steering group meeting • 7 local stakeholder group meetings (1 per region) • Progress report 5 submitted covering semester 5 activity 254 / 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. Kent County Council	15,000	180,448	27,067	32,760	66,318	0	0	321,593
2. Molise Region	0	93,738	14,060	20,000	44,002	1,000	0	172,800
3. Ústí Region	0	98,635	14,795	24,000	42,300	0	0	179,730
4. Investment and Business Development Bank Lower Saxony - NBank	0	82,813	12,421	12,000	27,000	0	0	134,234
5. Torun Regional Development Agency	0	73,200	10,980	21,120	22,170	0	0	127,470
6. Aquitaine Chamber of Commerce and Industry	0	105,957	15,893	10,470	16,480	1,200	0	150,000
7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	0	103,000	15,450	5,100	23,250	1,500	0	148,300
	1.22 %	59.78 %	8.97 %	10.17 %	19.57 %	0.30 %	0.00 %	
Total	15,000	737,791	110,666	125,450	241,520	3,700	0	1,234,127

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	Meeting costs for hosting Steering Group meetings in Kent (x2, 14 participants) (venue hire, catering etc.), and costs for inbound study visit (18 participants) taking place in Kent (x1) 186 / 500 characters	1. Kent County Council	8,000
2	Meeting costs: dissemination event	Costs for project dissemination event (likely location will be Brussels) at the end of phase 2 - venue hire, catering, agendas, information for delegates (x50), speaker fees, AV equipment hire, interpretation. 209 / 500 characters	1. Kent County Council	4,500
3	Meeting costs: stakeholder group	Meeting costs for local stakeholder group meetings in Kent (x6, at least 1 per semester during phase 1, 9 participants) (venues, refreshments) 142 / 500 characters	1. Kent County Council	3,580
4	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Travel for various local stakeholder group members to take part in study visits (x6, 2 participants), policy improvement workshops (x2, 3 participants), dissemination events (x1, 5 participants). 195 / 500 characters	1. Kent County Council	17,358
5	Publication and dissemination costs	Costs for professionally designing (and printing if necessary) the best practice case studies in a standard format for the SIE project, designing executive summaries of regional action plans, reports etc, printing/production of A3 posters for display at partner premises, other publicity costs including relevant media article space / features in external organisations' newsletters promoting the project and the cost of speaking slots at local external business events. 470 / 500 characters	1. Kent County Council	13,080
6	External support for the exchange of experience process, in particular the development of the regional action plan	Research study in Kent and costs to collate study content & information from all partner regions 96 / 500 characters	1. Kent County Council	19,800
7	Meeting costs: partner meeting	Organisation of a study Visit (x1) (18 participants) and a policy Improvement Workshop (x1) (21 participants) (subsistence, local transfers, venue hire). 154 / 500 characters	2. Molise Region	8,502
8	Meeting costs: stakeholder group	6 local meetings of the stakeholder group (venue, catering) (5 participants) 76 / 500 characters	2. Molise Region	3,000
9	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Travel, accommodation & subsistence to enable the participation of stakeholder group members in study visits (x6, 2 participants) and workshops (x2, 3 participants) 165 / 500 characters	2. Molise Region	11,000

	Type of costs	Description	Contracting partner	Amount
10	External support for the exchange of experience process, in particular the development of the regional action plan	External support for data collection, drafting of reports and action plan 73 / 500 characters	2. Molise Region	20,000
11	Meeting costs: partner meeting	Hosting project steering group meetings in Usti region (x1, 18 participanbts) (venue, catering, travel/accommodation/subsistence for partners and stakeholders) 159 / 500 characters	3. Ústí Region	3,500
12	Meeting costs: dissemination event	Press conference event to promote the project within the region 63 / 500 characters	3. Ústí Region	1,300
13	Meeting costs: stakeholder group	Meeting costs (venues, catering) for local stakeholder group meetings (x6, 5 participants) 90 / 500 characters	3. Ústí Region	3,500
14	Publication and dissemination costs	Design costs for project banner, local website entries, media articles 70 / 500 characters	3. Ústí Region	1,500
15	External support for the exchange of experience process, in particular the development of the regional action plan	External support for the exchange of experience process, in particular the development of the regional action plan, recruiting of experts for Action plan development, contributions in regional meetings, preparation of presentations for transnational meetings, collection of data, support of staff of the regional office 319 / 500 characters	3. Ústí Region	32,500
16	FLC costs	External FLC costs 18 / 500 characters	4. Investment and Business Development Bank Lower Saxony - NBank	4,000
17	Meeting costs: partner meeting	Costs for hosting partner steering group meeting in Lower Saxony (14 participants) - venues, catering, travel in the region. Costs related to hosting study visits for partners (6 participants) & their local stakeholders (6 participants) to showcase best practice and implement policy improvements. The costs relate to local transport as some venues may be far away from each other due to the size of the region, catering. 422 / 500 characters	4. Investment and Business Development Bank Lower Saxony - NBank	6,000
18	Meeting costs: stakeholder group	Organisation of local stakeholder group meetings (x6, 9 participants) (venues, catering) 88 / 500 characters	4. Investment and Business Development Bank Lower Saxony - NBank	5,000
19	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Travel and accommodation for members of Lower Saxony stakeholder group to attend study visits (x6, 2 particants), policy improvement workshops (x2, 3 participants) and dissemination event (4 participants) 204 / 500 characters	4. Investment and Business Development Bank Lower Saxony - NBank	5,000
20	Publication and dissemination costs	Costs for promoting project locally in Lower Saxony - banners, press releases, media articles 93 / 500 characters	4. Investment and Business Development Bank Lower Saxony - NBank	5,000
21	External support for the exchange of experience process, in particular the development of the regional action plan	External services to contribute to study work in Lower Saxony External expertise fees for associations with expertise in the topics addressed by the project and cost related to political consulting in order to develop an effective plan for Lower-Saxony. Costs will relate to venues, travelling, catering and external expertise (fees). 334 / 500 characters	4. Investment and Business Development Bank Lower Saxony - NBank	2,000
22	Meeting costs: stakeholder group	Catering and meeting room hire for stakeholder meetings (x6, 7 participants per meeting) 88 / 500 characters	5. Torun Regional Development Agency	2,000
23	Meeting costs: partner meeting	External services related to study visit to Torun (catering, local transport arrangements, experts) 100 / 500 characters	5. Torun Regional Development Agency	2,500
24	Publication and dissemination costs	Translation and printing promotional materials, Website updates and promotion of project via social media, press releases in local press and electronic media, printing and translation service of SME Internationalisation best practice guide. 240 / 500 characters	5. Torun Regional Development Agency	7,300
25	External support for the exchange of experience process, in particular the development of the regional action plan	Purchase of up-to-date market research data & information about SME barriers to exporting in the Kuyavian&Pomeranian region which will inform the research & analysis sections of the comparative study on internationalisation (information will look at export destinations and barriers in particular). 298 / 500 characters	5. Torun Regional Development Agency	4,000
26	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Cost of travel for stakeholders participating in study visits (x6, approx 2 participants) and policy improvement workshops (x2, 3 participants) 143 / 500 characters	5. Torun Regional Development Agency	6,370
27	Publication and dissemination costs	A range of press releases, publicity costs, promotional costs related to website information, in local media 108 / 500 characters	6. Aquitaine Chamber of Commerce and Industry	6,000

	Type of costs	Description	Contracting partner	Amount
28	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Travel and accommodation costs for stakeholder group members participating in study visits (x6, approx 2 participants) and policy improvement workshops (x2) (approx 3 participants) 180 / 500 characters	6. Aquitaine Chamber of Commerce and Industry	3,780
29	Meeting costs: partner meeting	Costs for hosting study visit (approx 18 participants) in Aquitaine (venue hire, local transport, catering) 107 / 500 characters	6. Aquitaine Chamber of Commerce and Industry	2,700
30	FLC costs	Cost for external first level controller 40 / 500 characters	7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	4,000
31	Meeting costs: partner meeting	Costs of hosting steering group meetings (x2, approx 14 participants). Costs of hosting study visit (x1 - approx 18 participants) and policy improvement workshop (x1 approx 21 participants) (meeting rooms, catering, local travel). 231 / 500 characters	7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	9,550
32	Meeting costs: stakeholder group	Venue & catering costs for regional stakeholder group meetings (x6 with approximately 5 participants per meeting) 113 / 500 characters	7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	3,000
33	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Travel and accommodation costs for stakeholder group members (x2) to attend study visits (x6) 93 / 500 characters	7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	5,100
34	Publication and dissemination costs	Roll up banner costs and press releases 39 / 500 characters	7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	600
35	External support for the exchange of experience process, in particular the development of the regional action plan	External assistance required for the development of the regional action plan 76 / 500 characters	7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	1,000
36	FLC costs	Costs for external first level controller 41 / 500 characters	6. Aquitaine Chamber of Commerce and Industry	4,000
37	Publication and dissemination costs	Dissemination costs incurred by Molise region to promote the project at existing regional & local information events in Molise (presentation slots, information in publications related to local events) 200 / 500 characters	2. Molise Region	1,500
Total				241,520.00

E.3 Equipment

	Type of costs	Description	Partner	Amount
1	Office equipment	Office equipment necessary for Molise region to participate in and administrate the project 91 / 500 characters	2. Molise Region	1,000
2	Office equipment	General office equipment needed by the partner to run the project 65 / 500 characters	6. Aquitaine Chamber of Commerce and Industry	1,200
3	Office equipment	Office equipment necessary for the partner to effectively implement the project 79 / 500 characters	7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	1,500
Total				3,700.00

E.4 Budget breakdown per source of funding and partner

			Programme funds			Partner contribution		
Partner	Country	TOTAL	ERDF	ERDF rate (%)	Norwegian	Partner contribution from public sources	Partner contribution from private sources	Total partner contribution
1. Kent County Council	UK	321,593.00	273,354.05	85.00 %	0.00	48,238.95	0.00	48,238.95
2. Molise Region	IT	172,800.00	146,880.00	85.00 %	0.00	25,920.00	0.00	25,920.00

Partner	Country	TOTAL	Programme funds			Partner contribution		
			ERDF	ERDF rate (%)	Norwegian	Partner contribution from public sources	Partner contribution from private sources	Total partner contribution
3. Ústí Region	CZ	179,730.00	152,770.50	85.00 %	0.00	26,959.50	0.00	26,959.50
4. Investment and Business Development Bank Lower Saxony - NBank	DE	134,234.00	114,098.90	85.00 %	0.00	20,135.10	0.00	20,135.10
5. Torun Regional Development Agency	PL	127,470.00	108,349.50	85.00 %	0.00	19,120.50	0.00	19,120.50
6. Aquitaine Chamber of Commerce and Industry	FR	150,000.00	127,500.00	85.00 %	0.00	22,500.00	0.00	22,500.00
7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	ES	148,300.00	126,055.00	85.00 %	0.00	22,245.00	0.00	22,245.00
Total		1,234,127.00	1,049,007.95		0.00	185,119.05	0.00	185,119.05

E.5 Spending plan

Phase 1

Partner	Preparation	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6
1. Kent County Council	15,000	21,352	36,046	38,652	40,635	42,781	44,644
2. Molise Region	0	13,000	21,000	22,000	25,000	25,000	28,800
3. Ústí Region	0	10,500	20,000	29,500	30,000	32,500	34,000
4. Investment and Business Development Bank Lower Saxony - NBank	0	7,424	14,423	16,780	19,779	23,779	24,779
5. Torun Regional Development Agency	0	7,693	28,757	13,973	14,592	17,028	22,302
6. Aquitaine Chamber of Commerce and Industry	0	16,585	18,000	20,000	22,000	23,000	25,585
7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	0	9,095	18,790	20,418	21,495	22,395	25,895
Total	15,000.00	85,649.00	157,016.00	161,323.00	173,501.00	186,483.00	206,005.00
% of Total	1.22 %	6.94 %	12.72 %	13.07 %	14.06 %	15.11 %	16.69 %

Phase 2

Partner	Semester 7	Semester 8	Semester 9	Semester 10	Total
1. Kent County Council	20,011	20,147	20,288	22,037	321,593.00
2. Molise Region	7,000	7,000	9,000	15,000	172,800.00
3. Ústí Region	4,830	5,800	5,800	6,800	179,730.00
4. Investment and Business Development Bank Lower Saxony - NBank	6,068	6,067	7,068	8,067	134,234.00
5. Torun Regional Development Agency	5,203	5,467	5,703	6,752	127,470.00
6. Aquitaine Chamber of Commerce and Industry	5,708	5,707	6,708	6,707	150,000.00
7. Official Chamber of Commerce of Industry, Services and Navigation of Cantabria	7,695	7,173	7,772	7,572	148,300.00
Total	56,515.00	57,361.00	62,339.00	72,935.00	1,234,127.00
% of Total	4.58 %	4.65 %	5.05 %	5.91 %	100.00 %