



Guidebook Series

How to support SME Policy
from Structural Funds.

How to use Structural Funds for SME & Entrepreneurship Policy

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Boosting cohesion in Europe through ambitious SME and Entrepreneurship Policy. A guide on nurturing the entrepreneurial spirit, creating a business climate favourable to the development of SMEs and supporting entrepreneurs throughout their project's life cycle with Structural Funds.

This guidebook has been produced by the European Commission and was prepared and written by Johanna Pacevicius Mente and Christina Diegelmann, Assembly of European Regions, France 6 rue Oberlin 67000 Strasbourg, Tel +33 3 88 22 07 07 – e-mail : secretariat@aer.eu – www.aer.eu, with a final revision by Emma La Ferla. It contains information drawn from many years of experience with regional stakeholders on a wide range of projects across Europe as well as from studies executed in this field. Although the work has been carried out under the guidance of the European Commission officials, the views expressed in this document do not necessarily represent the opinion of the European Commission.

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Translations of this document into a number of European languages are available on the web.

<http://ec.europa.eu/enterprise/policies/sme/regional-sme-policies>

While this guidebook has been prepared with the intention to provide information on utilizing EU structural funds, the information is provided without assuming any legal responsibility for correctness or completeness. Specific requests for the utilization of EU Structural Funds will always have to be assessed within the applicable rules in force at the date and in the country of the application.

This guidebook is part of a Series. The titles published so far are:

Nr.1 Building Entrepreneurial Mindsets and Skills in the EU

Nr.2 Using standards to support growth, competitiveness and innovation

Nr.3 Facilitating Transfer of Business

Nr.4 The Smart Guide to Service Innovation

Nr.5 SBA implementation at regional level

Nr.6 How to use Structural Funds for SME & Entrepreneurship Policy

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Foreword



Supporting SMEs and helping them to enhance their competitiveness is one of the key elements of a successful Regional Development Policy and remains a priority also for the next funding period. Regional competitiveness and the success of smart specialisation strategies depend heavily on the 23 million SMEs all over Europe and their ability to create wealth and high quality jobs.

This guidebook is intended to serve as a «cook-book» on how to design, apply for and implement concrete projects in support of SMEs from the EU Structural Funds. It bases itself very much on previous initiatives in this area and is intended to be as hands-on as possible for all those designing a concrete project. It also provides concrete examples of good practice.

We recommend this Guide to policy makers, stakeholders and managing authorities especially at regional level, hoping it will inspire concrete measures to further trigger the successful use of Structural Funds in support of SME-friendly policies.

The elaboration of this guidebook came as a response to the observed fact that potential project holders in the field of small and medium-sized enterprises (SMEs) and entrepreneurship have often fragmented knowledge on the funding possibilities that may exist in the framework of structural funds.

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Acronyms

AER	Assembly of European Regions
CAP	Common Agricultural Policy
CIP	Competitiveness and Innovation Framework Programme (2007-2013)
CORDIS	Community Research and Development Information Service
COSME	Programme for the Competitiveness of enterprises and SMEs (2014-2020)
CSF	Common Strategic Framework
DG REGIO	Directorate General for Regional and Urban Policy
DG EMPLOYMENT	Directorate General for Employment, Social Affairs and Inclusion
DG AGRI	Directorate General for Agriculture and Rural development
DG MARE	Directorate General for Maritime Affairs and Fisheries
EAFRD	European Agricultural Fund for Rural Development Fund
EC	European Commission
EFF	European Fisheries Fund (2007-2013)
EMFF	European Maritime and Fisheries Fund 2014-2020)
ENRD	European Network for Rural Development
EP	European Parliament
ERDF	European Regional Development Fund
ESF	European Social Fund
ETC	European Territorial Cooperation
EU	European Union, established on 1 November 1993 with 12 Member States. Their number has grown to the present 27 through a series of enlargements
EU-12	(1 November 1993 - 31 December 1994): Belgium (BE), Greece (EL), Luxembourg (LU), Denmark (DK), Spain (ES), Netherlands (NL), Germany (DE), France (FR), Portugal (PT), Ireland (IE), Italy (IT), United Kingdom (UK)
EU-15	(1 January 1995 - 30 April 2004): EU-12 + Austria (AT), Finland (FI), Sweden (SE)
EU-25	(1 May 2004 - 31 December 2006): EU-15 + Poland (PL), Czech Republic (CZ), Cyprus (CY), Latvia (LV), Lithuania (LT), Slovenia (SI), Estonia (EE), Slovakia (SK), Hungary (HU), Malta (MT)
EU-27	(from 1 January 2007): EU-25 + Bulgaria (BG), Romania (RO)
FP7	Seventh Framework Programme (2007-2013)
GDP	Gross Domestic Product
GNI	Gross National Income
ICT	Information and Communication Technologies
INTERREG	Community initiative aimed at stimulating interregional cooperation in the European Union
LEADER	Leader is a French acronym, standing for 'Liaison Entre Actions de Développement de l'Économie Rurale', meaning 'Links between the rural economy and development actions'.
MA	Managing authority
NGO	Non-Governmental Organisation
NRP	National and Regional Programmes
OP	Operational programme
R&D	Research and development
RDI	Research, development and innovation
SMEs	Small and Medium-sized Enterprises

A man in a light blue short-sleeved shirt and dark trousers stands with his arms crossed in a workshop. He is positioned in the center of the frame, with various tools and equipment visible in the background. The workshop has a blue lift and a red workbench. The overall scene is dimly lit, with the man's figure standing out against the darker background.

Introduction

Long-standing supporters of SMEs, Structural Funds have now become a major instrument in achieving the Europe 2020 objectives for smart, sustainable and inclusive growth. Through shared management and especially the involvement of regional stakeholders in the definition and implementation of operational programmes, Structural Funds are most adapted to the local context in which small and medium-sized enterprises develop.

The 2014-2020 programming period will further focus on the role of small and medium-sized enterprises and entrepreneurship in revitalising the economy and boosting public prosperity. It is therefore crucial for information to be largely

diffused to allow for regional initiatives aimed at supporting SMEs and entrepreneurship to be financed. This will in turn foster an environment in which entrepreneurs and family businesses can thrive and entrepreneurship is rewarded.

This guidebook will first of all examine the context of cohesion policy, its objectives and financial tools. It will then address the issue of funds management and will end by giving practical advice on how to apply for funding. A series of good practices are presented, and provide vivid illustrations of what can be achieved in the field of SMEs and entrepreneurship supporting schemes through Structural Funds financing.

1

The EU Cohesion Policy: aims, objectives and tools

The EU Cohesion Policy or Regional Policy is first of all an investment policy aimed at reducing economic, social and territorial disparities between regions in Europe. Its budget is the second after that of the Common Agricultural Policy (CAP) and directly targets projects on the ground.

It supports job creation, competitiveness, economic growth, improved quality of life and sustainable development. These investments support the delivery of the Europe 2020 strategy.

Supporting the creation and growth of businesses, are key ways by which cohesion policy helps to boost regional economies.

1.1 The 2007-2013 framework

Although the current funding period is coming to an end, it is still possible to finance SMEs and entrepreneurship policies under this framework. SMEs, the backbone of the European economy, are at the heart of regional policy which supports projects in a wide range of

areas from research to energy and support for enterprises.

Cohesion policy is organised around three objectives:

Convergence – *solidarity with less developed regions*

Regional Competitiveness and Employment – *increasing competitiveness and making regions more attractive for businesses and investors*

European Territorial Cooperation – *encouraging cooperation across borders*

99 regions receive funding under the Convergence objective. These are the regions with a Gross Domestic Product (GDP) per capita under 75% of the EU average as well as regions that used to be under this threshold before the 2004 and 2007 enlargements. The latter receive transitional « Phasing out » support until 2013

The remaining 172 regions are eligible for funding under the Regional Competitiveness and Employment objective. Those who used to be covered under the convergence criteria but are now above the 75% threshold even within the EU-15 are receiving extra «phasing-in» support¹.

The European Territorial Cooperation (ETC) objective concerns all regions.

1.2 The upcoming Cohesion Policy (2014-2020)

The 2014-2020 Cohesion Policy² will concentrate funding on a smaller number of priorities

in line with the Europe 2020 Strategy, focus more on results and increase the use of conditionalities. SMEs are on top of the agenda for smart sustainable and inclusive growth.

The Common Strategic Framework (CSF) will define key actions to address EU priorities, provide guidance on programming applicable to all Funds³, and promote a better coordination of the various EU structural instruments.

The Europe 2020 Strategy sets out Europe's Objectives from 2010 to 2020 to achieve smart sustainable and inclusive growth.

Europe 2020: an overview		
HEADLINE TARGETS		
<ul style="list-style-type: none"> - Raise the employment rate of the population aged 20-64 from the current 69% to at least 75%. - Achieve the target of investing 3% of GDP in R&D in particular by improving the conditions for R&D investment by the private sector, and develop a new indicator to track innovation. - Reduce greenhouse gas emissions by at least 20% compared to 1990 levels or by 30% if the conditions are right, increase the share of renewable energy in our final energy consumption to 20%, and achieve a 20% increase in energy efficiency. - Reduce the number of Europeans living below national poverty lines by 25%, lifting 20 million people out of poverty. 		
SMART GROWTH	SUSTAINABLE GROWTH	INCLUSIVE GROWTH
INNOVATION EU flagship initiative "Innovation Union" to improve framework conditions and access to finance for research and innovation so as to strengthen the innovation chain and boost levels of investment throughout the Union.	CLIMATE, ENERGY AND MOBILITY EU flagship initiative "Resource efficient Europe" to help decouple economic growth from the use of resources, by decarbonising our economy, increasing the use of renewable sources, modernising our transport sector and promoting energy efficiency.	EMPLOYMENT AND SKILLS EU flagship initiative "An agenda for new skills and jobs" to modernise labour markets by facilitating labour mobility and the development of skills throughout the lifecycle with a view to increase labour participation and better match labour supply and demand.
EDUCATION EU flagship initiative "Youth on the move" to enhance the performance of education systems and to reinforce the international attractiveness of Europe's higher education.	COMPETITIVENESS EU flagship initiative "An industrial policy for the globalisation era" to improve the business environment especially for SMEs, and to support the development of a strong and sustainable industrial base able to compete globally.	FIGHTING POVERTY EU flagship initiative "European platform against poverty" to ensure social and territorial cohesion such that the benefits of growth and jobs are widely shared and people experiencing poverty and social exclusion are enabled to live in dignity and take an active part in society.
DIGITAL SOCIETY EU flagship initiative "A digital agenda for Europe" to speed up the roll-out of high-speed internet and reap the benefits of a digital single market for households and firms.		

For project initiators it is crucial to refer to the broader Europe 2020 objectives in the application in order to ensure optimum adequacy.

The classification of regions will be organised in three categories on the basis of their GDP per capita in relation to the EU27 average: less developed regions, which have less than 75% GDP per capita, transition regions that have between 75% and 90% GDP per capita

and more developed regions, which have above 90% GDP per capita.

The partnership principle and code of conduct is a proposal to create a "European code of conduct". This will lay down objectives and

1. For detailed information on the categories of regions see the map: ec.europa.eu/regional_policy/atlas2007/index_en.htm

2. EU Cohesion Policy 2014-2020 legislative proposals: ec.europa.eu/regional_policy/what/future/proposals_2014_2020_en.cfm

3. The so-called CSF Funds are: The European Regional Development Fund (ERDF), the European Social Fund (ESF), the Cohesion Fund (CF), the European Agricultural Fund for Rural Development (EAFRD) and the future European Maritime and Fisheries Fund (EMFF)

criteria to support the implementation of partnership and to facilitate the sharing of information, experience, results and good practices among Member States.

The menu of 11 thematic objectives to be translated into key actions for each fund in particular include a specific line on the competitiveness of SMEs. Most other thematic objectives can have SME or entrepreneurship components: the shift towards a low-carbon economy may for instance be used to finance projects aimed at improving energy efficiency or stimulating the use of renewable energies within SMEs. The thematic objectives further include research and innovation, information and communication technologies (ICT) and education, skills and lifelong learning, all of which are relevant in the perspective of SME and entrepreneurship-oriented policies.

Partnership agreements will have to be drafted by all Member States (one per country). This contract will have to be drafted in cooperation with regional authorities and negotiated with the European Commission (EC). It will establish the commitments of partners at national and regional level and the EC. **These will be linked both to the Europe 2020 strategy and the National Reform Programmes. The partnership agreements will include an integrated territorial development strategy to be supported by all the CSF funds, a list of all Operational Programmes, objectives based on indicators, strategic investments and conditionalities**, as well as reporting commitments. The partnership agreements will moreover define structures to coordinate, exploit complementarities between CSF funds and other different EU instruments (i.e. Connecting Europe Facility, COSME, Horizon 2020 or other programmes...) and avoid duplication of effort. The partners will participate in the monitoring committees for programmes.

Integrated programming is enhanced by the introduction of common eligibility and financial rules and the introduction of multi-fund programmes for the ERDF, ESF and Cohesion

Fund as an option. An integrated approach to community-led local development based on the LEADER approach for rural development will also facilitate the implementation of local development strategies by community groups, including local authorities, non-governmental-organisations (NGOs) and economic and social partners.

Financial instruments will be used increasingly as a more efficient alternative or in a complementary way with traditional grants. Subject to feasibility, financial instruments can be applied to the full bandwidth of policy objectives reflected in programmes, in order to deliver instruments in projects that demonstrate appropriate repayment capacity in situations of market imperfection. They can be deployed by Member States and managing authorities either as tailor-made instruments or on the basis of pre-defined models for national or regional instruments that allow for efficient roll-out of operations in line with standard terms and conditions proposed by the Commission. Managing authorities may also contribute to financial instruments set up at EU level, with resources that will be ring-fenced for investments in line with the programmes concerned.

1.3 The tools of the EU Cohesion Policy

The EU regional policy is financed by three main funds, the European Regional Development Fund (ERDF), the European Social Fund (ESF), both referred to as “Structural Funds” and the Cohesion Fund (CF). These funds are based on the principles of co-financing and shared management. EU financial support always runs alongside national public or private financing. Depending on a number of socio-economic factors, the co-financing may vary between 50% and 85% of the total cost of interventions. The guidelines for ERDF and ESF actions are designed at European level, whereas implementation on the ground is managed by the relevant national or regional authorities in each Member State.

1.3.1 The European Regional Development Fund (ERDF)

The ERDF supports the development and structural adjustment of regional economies, including the conversion of declining industrial regions. Funds can either be allocated as grants or financial instruments.

The budget for the current period 2007-2013 is €201 billion out of a total budget of €347 billion which represents 58% of the total funding in Structural Funds. The fund is managed by the Directorate General for Regional and Urban Policy (DG REGIO).

In the new programming period 2014-2020, the ERDF contributes to all thematic objectives, while establishing a number of investment priorities⁴. In the context of SME and entrepreneurship policies the following thematic objectives are of particular interest:

- objective n°1: strengthening research, technological development and innovation
- objective n°2: enhancing access to and use and quality of Information and Communication Technologies (ICTs)
- objective n°3: enhancing the competitiveness of SMEs
- objective n°8: promoting employment and supporting labour mobility
- objective n°9: promoting social inclusion and combating poverty

The scope of support from ERDF⁵ specifically includes:

- productive investment, which contributes to creating and safeguarding sustainable jobs, through direct aid to investment in small and medium-sized enterprises (SMEs);
- development of endogenous potential by supporting regional and local development and research and innovation.

The ERDF does NOT, however, support the decommissioning of nuclear power stations, the reduction of greenhouse gas emissions in installations falling under directive 2003/87/EC,

the manufacturing, processing and marketing of tobacco and tobacco products, and undertakings in difficulties as defined under Union state aid rules.

Another key feature of the legislation is the increasing importance of financial instruments. Financial instruments can be loans, guarantees, etc.

Concretely, what can be financed by the ERDF?

- Research and innovation infrastructure (R&I), R&I excellence, business R&I investment, product and service development, technology transfer, social innovation and public service applications, demand stimulation, networking, clusters and open innovation through smart specialisation; technological and applied research, pilot lines, early product validation actions, advanced manufacturing capabilities and first production in Key Enabling Technologies, diffusion of general purpose technologies
- Development of ICT products and services, e-commerce; ICT applications for e-government, e-learning, e-inclusion and e-health;
- Entrepreneurship, economic exploitation of new ideas and creation of new firms; new business models for SMEs, in particular for internationalisation;
- Energy efficiency and renewable energy use in SMEs;
- Development of business incubators and investment support for self-employment and business creation;
- Support for physical and economic regeneration of deprived urban and rural communities; support for social enterprises.

For examples of projects financed by the ERDF, go to the DG Regio projects databases⁶! A selection of projects is also presented in Chapter 4.

4. Proposal for a regulation of the EP and of the Council on specific provisions concerning the European Regional Development Fund and the Investment for growth and jobs goal COM (2011) 614 final, Chapter I, Article 5

5. Proposal for a regulation of the EP and of the Council on specific provisions concerning the European Regional Development Fund and the Investment for growth and jobs goal COM (2011) 614 final, Chapter I, Article 3

6. ec.europa.eu/regional_policy/projects/stories/index_en.cfm

1.3.2 The European Social Fund (ESF)

The European Social Fund (ESF) aims to reduce differences in prosperity and living standards across EU Member States and regions. It is devoted to promoting employment in the EU and helps Member States make Europe's workforce and companies better equipped to face new, global challenges.

The ESF Budget in the current period (2007-2013) is €76 billion or 22% of total structural funds. It is managed by the Directorate General for Employment, Social Affairs & Inclusion (DG Employment).

The ESF supports the design of a more productive work organisation as well as life-long learning strategies. The fund also promotes access to employment for job seekers, the unemployed, women and migrants thus favouring social integration of disadvantaged people and fighting discrimination in the job market. It aims at strengthening human capital by reforming education systems and setting up a network of teaching establishments.

All regions can use the ESF; however the largest allocation goes to more developed regions.

In the new programming period 2014-2020, the ESF will be targeted on four thematic objectives⁷, the first three being directly linked with SME and entrepreneurship policies:

- objective n° 8: Promoting employment and supporting labour mobility
- objective n°9: Promoting social inclusion and combating poverty
- objective n°10: Investing in education, skills and life-long learning
- objective n°11: Enhancing institutional capacity and efficient public administration

Partnerships are to be strengthened and social partners and NGOs will be encouraged to participate in ESF investments. An increased co-financing rate for dedicated priority axes will moreover encourage social innovation and transnational cooperation. As for the ERDF, the use of financial instruments will increase significantly.

What does the ESF support?

- Local employment initiatives, labour mobility; sustainable integration of young people, entrepreneurship and business creation (grants, loans...); gender equality; adaptation of workers, enterprises and entrepreneurs, transnational labour mobility (trainings abroad);
- Reduction of early school-leaving and promotion of equal access to good-quality education; quality, efficiency and openness education; lifelong learning;
- Integration and fight against discrimination; the social economy and social enterprises; Community-led local development strategies;
- Capacity building for stakeholders delivering employment, education and social policies.

1.3.3 Other funds

- **The Cohesion Fund** is reserved to Member States whose Gross National Income (GNI) per capita is below 90% of the EU average. In the current period all 12 new Member States and Portugal and Greece are eligible (Spain is phasing out). The Cohesion Fund is centrally distributed and managed at Member State level. It has a budget of €70 billion.

It finances trans-European transport networks as well as projects in the field of environment, energy and transport (energy efficiency, use of renewable energy, developing rail transport, supporting inter-modality, strengthening public transport, etc.)

This fund is less relevant for entrepreneurship and SME policies because it mainly finances infrastructure.

Although not part of the Cohesion Policy, the two following funds belong to the so-called "CSF funds"⁸ and may offer interesting opportunities for project developers in the field of SME and entrepreneurship in rural and maritime regions.

7. Proposal for a regulation of the EP and of the Council on the European Social Fund COM(2011) 607 final2

8. See 1.2. "The upcoming programming period" (2014-2020)

- **The European Agricultural Fund for Rural Development (EAFRD)** finances the rural development programmes of Member States. It has a 4-axes structure:
 - improved competitiveness for farming and forestry
 - protection of the environment and the countryside
 - a better quality of life and diversification of the rural economy.
 - LEADER, a methodology introducing funding opportunities for locally based approaches to rural development.

In total, the EAFRD support for the programming period 2007-2013 amounts to €96.2 billion. It is managed by the Directorate General for Agriculture and Rural Development (DG AGRI).

The EAFRD offers a wide range of funding possibilities for entrepreneurs and companies operating in its fields of intervention. This includes measures to meet the challenges of structural change and increased competition in globalised food markets, the preservation of biodiversity and valuable landscapes, sustainable water management, the mitigation of climate change and renewable energy, investments and innovation in the rural economy and communities.

In the new programming period 2014-2020, the regulation⁹ includes rules on the preparation, approval and revision of programmes that largely follow current rules, and opens up the possibility for sub-programmes (e.g. young farmers, small farmers, mountain areas, short supply chains) that benefit from higher aid intensities.

Get inspired!

The rural development database of European Network for Rural Development (ENRD) presents a variety of rural development projects¹⁰.

- **The European Fisheries Fund (EFF)**¹¹ aims to support the common fisheries policy. It provides 5 priorities:
 - measures to adapt the EU fishing fleet
 - aquaculture, inland fishing, processing and marketing
 - collective action
 - sustainable development of fishing areas
 - technical assistance

The EFF has a budget of €4.3 billion for 2007-2013. It is managed by the Directorate General for Maritime Affairs and Fisheries (DG MARE).

Funding is available for all sectors of the industry. Particular attention is given to fishing communities most affected by recent changes in the industry through support for the diversification and strengthening of economic development.

In the new programming period 2014-2020, the Commission proposed the creation of a new fund replacing the current EFF: European Maritime and Fisheries Fund (EMFF)¹². The following priorities may be of particular interest for SMEs and entrepreneurs active in this field: Making fishing profitable, Support for small-scale fisheries, Developing sustainable aquaculture, Improving scientific knowledge.

1.3.4 Projects involving stakeholders across borders

1.3.4.1 European Territorial Cooperation

The European Territorial Co-operation (ETC) Objective is aimed at the abolition of physical, administrative and regulatory obstacles to cohesion as well as to reduce the 'border effect' between territories and regions in order to enable them to address their shared challenges together.

The European Territorial Co-operation objective is financed by the European Regional Development Fund (ERDF). Its total budget is currently: €8, 7 billion; 2, 5% of total budget.

In the new programming period 2014-2020, ETC's role in fostering territorial cohesion has

9. Proposal for a regulation of the EP and of the Council on support for rural development by the European Agricultural Fund for Rural Development (EAFRD) COM(2011)/0627 final
10. enrd.ec.europa.eu/policy-in-action/rdp_view/en/view_projects_en.cfm
11. Council Regulation (EC) No 1198/2006 of 27 July 2006 on the European Fisheries Fund
12. Proposal for a new regulation of the European Parliament and of the Council on the common fisheries policy COM(2011) 425

been acknowledged and further defined in a separate regulation¹³.

There are three strands within ETC:

- **Cross-border cooperation** (INTERREG A) is the collaboration between adjacent areas across borders to promote integrated regional development. INTERREG A is by far the largest strand in terms of budget and number of programmes.

INTERREG IVA has 52 operational programmes, each covering part of a border area between EU Member States. An organisation or authority can only participate in an INTERREG IVA programme, if it is located in the eligible area of that programme.

How do SMEs participate in cross-border projects?

INTERREG A supports the creation of cross-border clusters such as Biovalley¹⁴, the tri-national life sciences cluster co-financed by the Upper-Rhine programme, which gathers 600 companies. It supports research and development (R&D) as with the interdisciplinary research and transfer project TKV FO¹⁵ co-financed by the Deutschland – Nederland programme as well as the creation of new activities and the maintenance of a strong industrial fabric of SMEs through the Benefits¹⁶ project co-financed by the France (Channel)-England programme.

- **Trans-national cooperation** (INTERREG B) involves non-contiguous regions from different countries that cooperate because they experience joint or comparable problems. INTERREG IVB is divided in thirteen different Operational Programmes (OPs). Each OP is led by a Secretariat and covers a specific part of the EU territory. All Member States can participate in INTERREG IVB, but only if an organisation or authority is located in the eligible area of one of the programmes

What's in it for SMEs and potential entrepreneurs?

INTERREG B facilitates innovation and entrepreneurship in South Eastern Europe by fostering evaluation competencies in research, technology and innovation through the Eval-Inno project¹⁷. It encourages i-labs and entrepreneurial creativity at large with the CREA NET 2.0¹⁸ project co-financed by the South West Europe programme.

- **Interregional cooperation** (INTERREG C) was designed to improve the effectiveness of regional development policies and instruments through large-scale information exchange and sharing of experience (networks). Although it is the smallest programme in terms of budget, it covers all regions in the EU.

How does best practice sharing improve the business environment?

INTERREG C allows for tested experiences such as Framtidsfron-Future Seeds¹⁹ teacher education for entrepreneurship in Östergötland to be shared across Europe through the YES project for youth entrepreneurship. It further fosters the transfer of successful business support initiatives such as the 4+1 model²⁰ created by the Kompass centre for Business Start-ups in Frankfurt and transferred within the framework of the ENTREDI project.

1.3.4.2 Transnational cooperation within OPs

Interregional cooperation can also be included in ESF and ERDF OPs either using a horizontal approach (allowing for interregional cooperation in all areas covered by the OP) or through a dedicated priority axis (providing for interregional cooperation in one specific area). Including interregional cooperation in Ops allows for **increased flexibility** as project holders do not need to wait for the publication of an INTERREG call to present an application and have more room for manoeuvre when choosing their partners.

13. EU Cohesion Policy 2014-2020 legislative proposals: ec.europa.eu/regional_policy/what/futureproposals_2014_2020_en.cfm

14. www.biovalley.co

15. www.hs-niederrhein.de/forschung/highlights/tkvfo/

16. interreg4a-manche.eu/index.php?option=com_sobi2&sobi2Task=sobi2Details&catid=3&sobi2Id=3095&Itemid=&lang=en

17. www.eval-inno.eu/

18. www.creabusinessidea.com/

19. www.framtidsfron.se/

20. www.em3supportforbusiness.org.uk/the-4-1-model/

The exchange of experience initiated in the context of INTERREG C is in particular aimed to be transferred to operational programmes under the Investment for Growth and Jobs Objective²¹.

What kind of interregional projects can be integrated in an OP?

The Limousin region (F) included five strategic priorities in its OP, the fifth being the **facilitation of interregional and international cooperation partnerships**²². More specifically the region focused its efforts on the capitalisation of results, the sharing of experience, the development of existing international networks, and the continuity of actions undertaken in order to stimulate the dissemination and ownership of best practices.

In this framework, the RUR@CT²³ project is an example of interregional cooperation initiated under an INTERREG C project aimed at sharing good practices and currently financed by the ERDF under the regional OP for the transfer of these successful initiatives. Transferred good practices feature a wide range of rural development projects including support to creation and transfer of business as is the case with the Objectif Création²⁴ initiative.

21. Proposal for a regulation of the EP and of the Council laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund covered by the Common Strategic Framework and laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund, COM (2011) 0615 final, Title I, Programming, chapter General provisions on the Funds, art 87
22. Limousin Operational Programme available in french at: www.europeenlimousin.fr/upload/documentation/fichiers/po2011.pdf, summary available at: ec.europa.eu/regional_policy/country/prordn/details_new.cfm?gv_PAY=FR&gv_reg=ALL&gv_PGM=1122&gv_defL=7&LAN=7
23. www.ruract.eu
24. www.region-limousin.fr/Objectif-Creation,321

2

Management and planning of Structural Funds

2.1 How are Structural Funds managed?

Whereas the guidelines for ESF actions are designed at European level, implementation on the ground is managed by the relevant national or regional authorities in each Member State. These authorities prepare the OPs and select and monitor the projects. The decentralised management of Structural Funds implies that they are available through the Member States and regions and do not fund projects directly from Brussels. Funds are administered at national and/or at regional level. Applications should therefore not be sent to the EC but to the ERDF or ESF managing authority in your region or country.

Another crucial aspect of Cohesion Policy funding is the fact that EU financial support always runs alongside national public or private financing. The level of EU intervention is linked with the situation on the ground. Depending on a number of socio-economic factors, the co-financing may vary between 50% and 85% of the total cost of interventions.

Member States or regions designate a managing authority, a certifying authority and a functionally independent auditing authority for each OP.

Operational programmes (OPs)²⁵ are multi-annual programmes agreed on at national or at regional level and then negotiated with the European Commission. These programmes establish the funding priorities for the specific policy area or region and the amount of money from the different funding instruments that will be made available. OPs are either thematic or regional and are implemented through a wide range of organisations, both in the public and private sector. These organisations include national, regional and local authorities, educational and training institutions, non-governmental organisations (NGOs) and the voluntary sector, various representative organisations for enterprise such as the various Chambers (namely the Chambers of Commerce, Chambers of Crafts etc.) as well as social partners, for example trade unions and work councils, industry and professional associations.

25. Proposal for a regulation of the EP and of the Council laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund covered by the Common Strategic Framework and laying down general provisions on the European Regional Development Fund, the European Social Fund and the Cohesion Fund, COM (2011) 0615 final, Title I, Programming, chapter General provisions on the Funds, art 87

The **managing authority (MA)** is the department resuming the overall responsibility for an OP. MAs are organised either on a national, regional or local level and can be a public authority or a public/ private body. They are responsible for the effective and efficient implementation of the Funds which implies a number of functions related to programme management and monitoring, financial management and controls as well as project selection. They are supported by one or several intermediate bodies. Together with Member States, MAs are responsible for ensuring that the communication strategy is implemented in a way to reach all citizens. MAs act as a contact point for the European Commission, certifying and auditing authorities as well as for project holders or potential beneficiaries. The certifying and auditing authorities furthermore guarantee the accuracy of accounts, compliance with applicable Union and national rules as well as the control of management systems²⁶.

Applications for ESF and ERDF investment are generally invited in response to time-limited **calls for proposals** issued by the MAs. However, the use of calls is spread in varying degrees across Europe and it is sometimes also possible to present a project in the framework of on-going programmes.

Beneficiaries design individual projects, apply for funding and, if this is granted, implement their project and report to the MA on progress.

Example of an ERDF call for proposals

“The call for Priority 2 Stimulating Enterprise Development is seeking applications from organisations that are focused on the provision of support to small and medium sized businesses in the West Midlands to encourage enterprise and stimulate growth. Outline Applications are invited in relation to both completely new projects and extension or expansion of existing West Midlands ERDF Priority 2 projects.” West Midlands, call launched on 3 October 2012 www.communities.gov.uk/regeneration/regenerationfunding/european-regionaldevelopment/westmidlands/applyingfunding/callsforproposals/

Examples of ESF calls for proposals

The region of Baden-Württemberg systematically uses the ESF to support company creation and business transfer. A crucial element for the success of a company lies in the preparation of the start-up and individual support of the growth phase. Thus, the focus lies on raising awareness, training and advice for people that start or take over a company. Several calls for proposals have been launched between 2007 and 2012 in order to

- Support an entrepreneurial spirit at the schools and universities of the regions
- Help knowledge based start-ups with advice and technical support through university incubators
- Support business transfer through mediators
- Provide training courses for business starters and successors
- Support target group specific support, e.g. for women entrepreneurs or entrepreneurs with a migrant background
- Support small companies that benefit from a micro financing with specific advice on start-up financing
- Provide start-up advice through a consultancy vouchers.

The different calls and application packages can be found at: www.esf-bw.de/esf/index.php?id=66

Know your MA!

The managing authority is the reference point for region-specific up-to-date information on how exactly to apply for funding in your region. Indeed, application procedures vary according to countries and even from one region to another within the same country. Contact your managing authority, not only to know the priorities set in the operational programmes but also to be aware of open calls and of application procedures.

26. CSF funds COM (2011) 0615 final, Proposal for a regulation of the EP and of the Council on specific provisions concerning the European Regional Development Fund and the Investment for growth and jobs goal COM (2011) 614 final, Proposal for a regulation of the EP and of the Council on the ESF, COM (2011) 0607 final

To find the contact details of your managing authority, check the ESF in Member States²⁷ section of the DG Employment website or the In Your Country²⁸ section of the DG Regio website.

If your project falls under the scope of support of the EFF/EMFF, you can get more information with your national fisheries authorities²⁹. If you are interested in having more details on how the EAFRD could finance an initiative to support entrepreneurs and SMEs, contact your Ministry of Agriculture³⁰.

2.2 How does one get involved in the planning of Structural Funds?

2.2.1 Partnership approach

The partnership approach³¹ means local and regional governments and relevant actors, for example the Chambers, are involved in the definition and implementation of policies. This multi-level governance ensures increased ownership and builds on the experience and know-how of stakeholders.

Concerning the definition of policies, the partnership agreements illustrate best this approach, which makes it all the more important to feed the process of dialogue with own observations and ideas. The partners involved in the setting up of the partnership agreements and progress reports will also be in the preparation, implementation, monitoring and evaluation of programmes.

The shared management of Structural Funds as well as the joint monitoring and evaluation procedures are examples of the partnership approach put in practice. MAs have to approve of the composition of the monitoring committee and are represented in the monitoring committee itself, together with the intermediate body and the partners. Either the Member State or the managing authority chairs the monitoring committee.

The monitoring committee is another concrete example of the partnership approach. Its role is to monitor programmes in order to review implementation and progress towards achieving the programme's objectives. The above referred partners also participate in the monitoring committee.

The European Code of Conduct will lay down objectives and criteria to support the implementation of partnership and to facilitate the sharing of information, experience, results and good practices among Member States.

2.2.2 Participating in the definition of the priorities

The 2014-2020 foreseen thematic concentration will make it a legal obligation for all regions to use Structural Funds for SME and entrepreneurship projects. Indeed the more developed regions, the transition regions as well as the less developed regions will have to allocate minimum shares of ERDF funding to research and innovation, SME competitiveness and the shift to a low carbon economy, ranging from 50% (for less developed regions) to 80% (for the more developed and transition regions). This is a real opportunity for the SME sector. However, in order to ensure the general framework allows for tailor-made policy making, participating in the early stages of the definition of the OP is the way to go.

The partnership agreement established between the Member States and the European Commission will form the foundation of the OPs. Thematic priorities and major projects will also have to be mentioned in the partnership agreements. It is therefore crucial to **be pro-active and get involved in the establishment of the partnership agreements right now**. Indeed, although the European Commission recommends to "organise a partnership" with a number of stakeholders, the actual degree of participation of regional stakeholders will highly depend on the way Member States organise the process.

27. ec.europa.eu/esf/main.jsp?catId=45&langId=en

28. ec.europa.eu/regional_policy/manage/authority/authority_en.cfm

29. List of national fisheries authorities: ec.europa.eu/fisheries/cfp/efff/apply_for_funding/national_authorities.pdf

30. Links to the Ministries of Agriculture of Member States, candidate countries and potential candidate countries: http://ec.europa.eu/agriculture/links-to-ministries/index_en.htm

31. Proposal for a new regulation of the European Parliament and of the Council laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund COM(2011) 615 final/2 Part two, Title I, Article 5 "Partnership and multi-level governance".

The existence of a strategy, be it in the field of R&D and innovation or entrepreneurship, will be a pre-condition for the partnership agreements³². In order to ensure a reasonable amount of the money goes to SMEs it is important to get involved already in the setting up of these strategies.

Prior to the drafting of the partnership agreements Member States and regions will carry out a territorial diagnosis in order to evaluate the effectiveness of policies, assess the needs, strengths and weaknesses. This will constitute a basis for the elaboration of the partnership agreements.

Make your voice heard!

- Share your **experience** in SME and entrepreneurship support, **data and field observations** are very welcome at this stage and will ensure closer adequation between operational programmes and needs on the ground.
- Participate in the preparation of the partnership agreements to ensure SMEs and entrepreneurship policies are a top priority and get properly funded.
- The OP will contain concrete elements (indicators, quantified objectives...) give your input!

The operational programmes “should set out priority axes corresponding to thematic objectives, elaborate a consistent intervention logic to tackle the development needs identified, and set out the framework for performance assessment. They should also contain other elements necessary to underpin the effective and efficient implementation of these Funds”. In other words goals, indicators, expected outputs and economic, social and territorial impacts will have to be laid down already in the OP to ensure SME and entrepreneurship-oriented projects fit in the framework and can be financed out of Structural Funds.

Need information on the partnership agreements?

To know more about the preparation of the partnership agreement and of the OPs in your country or region and the ways you can be involved in the elaboration, contact your MA! This is an optimum way to prepare the way ahead for the implementation of effective entrepreneurship and SME policies supported by Structural Funds.

2.2.3 Time frame

Consultations for the preparation of the partnership agreements (which will determine the share of funding priorities to be received) have already started. It is still possible to give inputs (e.g. statistics). Therefore, make it a point to apply to your business organisation at regional level or to your MA.

By April- May 2013, partnership agreements will have been defined. However, please note that it is still possible to carry out renegotiations at regional level, at a later date.

Regarding the operational programmes, these should be defined by June- July 2013. For OPs dealing with more specific projects, this depends on which indicators you chose, which will determine the kind of projects you accept. Here, one should also make it a point to apply either to business organisations at regional level or alternatively to the relevant MA.

2.3 Practical tips for optimum use of Structural Funds for SME and entrepreneurship policies

2.3.1 The project application

2.3.1.1 Who can apply?

Depending on the OP, calls may be targeted at specific project developers (e.g. universities) or insist on the existence of a partnership of several bodies (various Chambers, business organisations, public bodies...).

32. Proposal for a new regulation of the European Parliament and of the Council laying down common provisions on the European Regional Development Fund, the European Social Fund, the Cohesion Fund, the European Agricultural Fund for Rural Development and the European Maritime and Fisheries Fund COM(2011) 615 final/2, Annex IV, ex ante conditionalities 1 & 8

Project developers can be:

- Public authorities, local, regional, national governments, regional or local development and/or innovation agencies, intermediate bodies (which act under the responsibility of a managing or certifying authority, or carry out duties on behalf of such an authority), or any other body governed by public law
- NGO or business associations, Chambers
- Research organisations or universities, including private sector research organisations
- Companies: micro, small, medium, large – profit or non-profit making, public-private partnerships, service provider, project coordinator, etc. individuals

Virtually anyone can apply, provided they have proven financial and operational capacity, which implies sufficient experience of project management, technical expertise (in specific knowledge of the issue to be addressed) and management capacity including staff equipment and ability to handle the budget for the action. This will therefore have to be demonstrated in the application. Furthermore, rules to avoid competitive distortion will be applied.

2.3.1.2 What can be financed?

Conditions and topics depend on the strategy and priorities agreed for each national/regional OP. An overview of programmes and priorities is published and available on the DG Regio Inforegio website³³ (for ERDF) and on the DG Employment website via the priorities database³⁴ (for ESF). For EAFRD, information on national and regional programmes is available on the ENRD website³⁵, and for the EFF, one should visit the Fisheries website³⁶.

The Structural Funds offer many funding possibilities to support SME & entrepreneurship policies:

- Entrepreneurial education in schools / creating an entrepreneurial spirit
- Entrepreneurial training / training how to start an enterprise
- Advice / coaching to entrepreneurs and business starters (e.g. start-up coaching)
- Support for the transfer of businesses from one generation to the next (e.g. help for company owner and new entrepreneurs to plan and implement the transfer)
- Support for companies to consolidate, grow, innovate, internationalise or similar

2.3.1.3 How to apply?

Application procedures vary from one country to another and even within some countries from one region to another. This is due to the fact that different priorities and support activities are defined in the different OPs and support is organised in different ways in each region. While in some regions calls for proposals are the only way a project holder can submit an application, in others, projects are submitted directly to the MA. Intermediate ways of managing Structural Funds exist as well with a combination between calls for proposals and programmes.

Applications may either be submitted through a standardised, paper or online outline application form or by sending a description of the project to the MA. In any case MAs generally advise to send applications as soon as possible, be it in a draft form, in order to be in a position to help applicants with the writing of the final application.

Managing authorities sometimes offer specific services to **assess your project application, provide help and advice**. The Alsace region (F) for instance employs mediators whose task it is to inform, advise and support application writing.

You may also want to check with your local Enterprise Europe Network³⁷!

33. ec.europa.eu/regional_policy/index_en.cfm

34. ec.europa.eu/social/esf_projects_117/search.cfm

35. enrd.ec.europa.eu/policy-in-action/rural-development-policy-overview/national-and-regional-programmes/en/national-and-regional-programmes_en.cfm

36. ec.europa.eu/fisheries/cfp/eff/op/index_en.htm

37. portal.enterprise-europe-network.ec.europa.eu/

2.3.2 Talking about money

2.3.2.1 How much?

Support can be direct or indirect: when it is direct grants are given to SMEs directly. When indirect, grants or services are given to a project helping SMEs.

Funds are allocated throughout Europe according to different socio-economic factors. The amount that will be attributed at regional or national level (by the MA) to a project depends on:

- The Fund's **total allocation** for the region/country
- The **co-financing rate**

According to the co-financing principle, a subsidy is not wholly paid from European funds, but may vary between 50% and 85% of the total cost of intervention. The co-financing rate depends on the category a region is in (more developed region, intermediate region, less developed region, see 1.2).

Public expenditure on aid to enterprises has to comply with the aid limits laid down in respect of State aid³⁸.

- The **amount allocated to each priority axis** of the OP

Depending on which priority axes are addressed, the project may be more or less financed by Structural Funds.

It is crucial to contact the MA at an early stage of the project definition to get advice on how to make it fit best with the OP, unless the project is already mentioned in the OP, or else to look for alternative funding.

- The amount that is **still available in the region** and hasn't yet been programmed.
- The total of **eligible costs** of the project

In any case, be aware that funding is NOT paid in advance! You will therefore need to ensure you have sufficient resources to pre-finance your project!

³⁸. ec.europa.eu/competition/state_aid/legislation/legislation.html

Planning and preparing your application

Formal requirements and procedures are both extensive and demanding but setting up and managing an EU-funded project is a skill like any other. Here is a short list of basic principles to be applied to the management of projects supported by the Structural Funds.

3.1 Schedule

- **Anticipate**, well-researched high-quality project proposals often take two to six months to be written, starting long in advance will increase your chances for success.
- Seek advice from your MA **at an early stage** of the drafting of the project proposal to make sure it fits best with the priorities of a given OP.
- **Plan** actions in a detailed way
- Use appropriate tools to keep an up-to-date **overview of the project's progress**, this implies ensuring communication is properly organised in order to be aware of the state of play.
- **Respect deadlines**, these are non-negotiable parameters.

3.2 Information

There is a wealth of information available to the public. To increase your potential for successful project planning, make sure you are **properly informed** before the start of your project (relevant OP, application procedure in your region, duties of the project holder):

- A good starting point is to use the European Commission's central web portals³⁹ (which are available in EU languages, although some of the downloadable documents have limited language availability) to research funding opportunities. You will find information on OPs, categories of regions, legislation, for the kind of initiative you would like to set up to support SMEs or entrepreneurship in your region.
- In addition to the links listed in Annex 2, you may check locally which guides and user's manuals have been established in your region/country or even in neighbouring regions/countries

39. See Annex 2

- Chambers across Europe have over the years acquired a profound knowledge about the management of Structural Funds projects, both as project leaders and consortium partners.
- Other project holders may also provide you with relevant information, check the relevant projects databases for contact details⁴⁰
- Make sure knowledge of Structural Funds stays in your company or organisation, or is transmitted to someone there.

To optimise your chances for successful project planning, **take advantage of existing experience!** Consulting project databases will help you benefit from others' experience.

3.3 Practical Tips

Project application procedures differ substantially from one region to another. In order to provide potential project holders with real-life examples The European Commission has set up an online database with genuine (successful) funding applications. These should serve as an inspiration and help potential project holders structure their project idea as well as their request for ERDF or ESF funding. The applications are published in the original language together with an English translation and are available under the following link:

<http://ec.europa.eu/enterprise/policies/sme/regional-sme-policies/applicationexamples>

Don't overlook the importance of contacting your MA at an early stage (see Annex 2), to increase your application's prospects of success!

40. See Annex 2

4

Good Practices examples

4.1 Entrepreneurial training: training how to start an enterprise

4.1.1 REALIS, Active Network for Social Innovation, supported by ERDF

Location	Country	France
	NUTS 2	Languedoc-Roussillon
	City	Montpellier
Time Frame	Start Date	2009
	End date	2013
Context and rationale	<p>There was a need for a structured offer on the regional territory to host physically and assist enterprises from the social economy in their growth strategies. Given the growth of this sector and the potential job creations, the region Languedoc Roussillon took over the management of the construction project. Partners and economic stakeholders were involved in the construction process.</p> <p>The Réalis hub for social economy entrepreneurship will allow for new social economy start-ups to get comprehensive support from the opening of the hub on July 2013, in order to avoid wasting energy running from one service offer to the other.</p> <p>A business centre, a co-working space and a resource centre will ease networking, and boost projects. The ambitious sizing of the project will have an impact on the dimensioning of hosted enterprises.</p>	

Main objective(s) / target(s)	Reinforce the sustainability of enterprises and accelerate their development through the setting up of dedicated support engineering.
Detailed description of the practice	Accommodate, advise, and support 30 to 50 new social economy start-ups with huge potential to accelerate their development and implementation in the region. Manage a resource centre and ensure the availability of all resources (support expertise, financing, lifelong learning) for these start-ups. Manage a business and co-working centre to foster pooling, sharing, grouping, cooperation and sparking new ideas.
Implementing structure	The region of Languedoc Roussillon is the project owner. It is involving all regional economic stakeholders in the process: regional Chamber for social economy, regional union of cooperative and participative enterprises, Chamber of Commerce, Chamber of craft trades...)
Target group/ Beneficiaries	New start-ups of the social economy
Does the action fit into a broader strategy?	This project is fully integrated in the regional strategy for development of the social economy.
Implementation method	Participatory methodology to involve future users in the setting up of an infrastructure and services that are aimed at them.
Human resources	3 persons of the regional Department for Social Economy: a Head of Department, a project manager, an assistant. 2 persons of the regional Department for economic hubs: a Head of department and a technician. Association of 6 regional departments are supporting the project: Directorate of Legal Affairs, the Department of Architectural Heritage and Logistics, Directorate of Public Order, the Department of Management Control, the Department of Finance and Management Information Systems.
Key achievement(s)	A 3560m ² building, respecting the 2005 BBC-Effinergie environmental standards (low energy buildings).
Main results	Expected results: creation of 150 jobs at n+3. Strengthen the creation of social economy enterprises with strong growth potential Strengthen the social innovation capacity of the region;

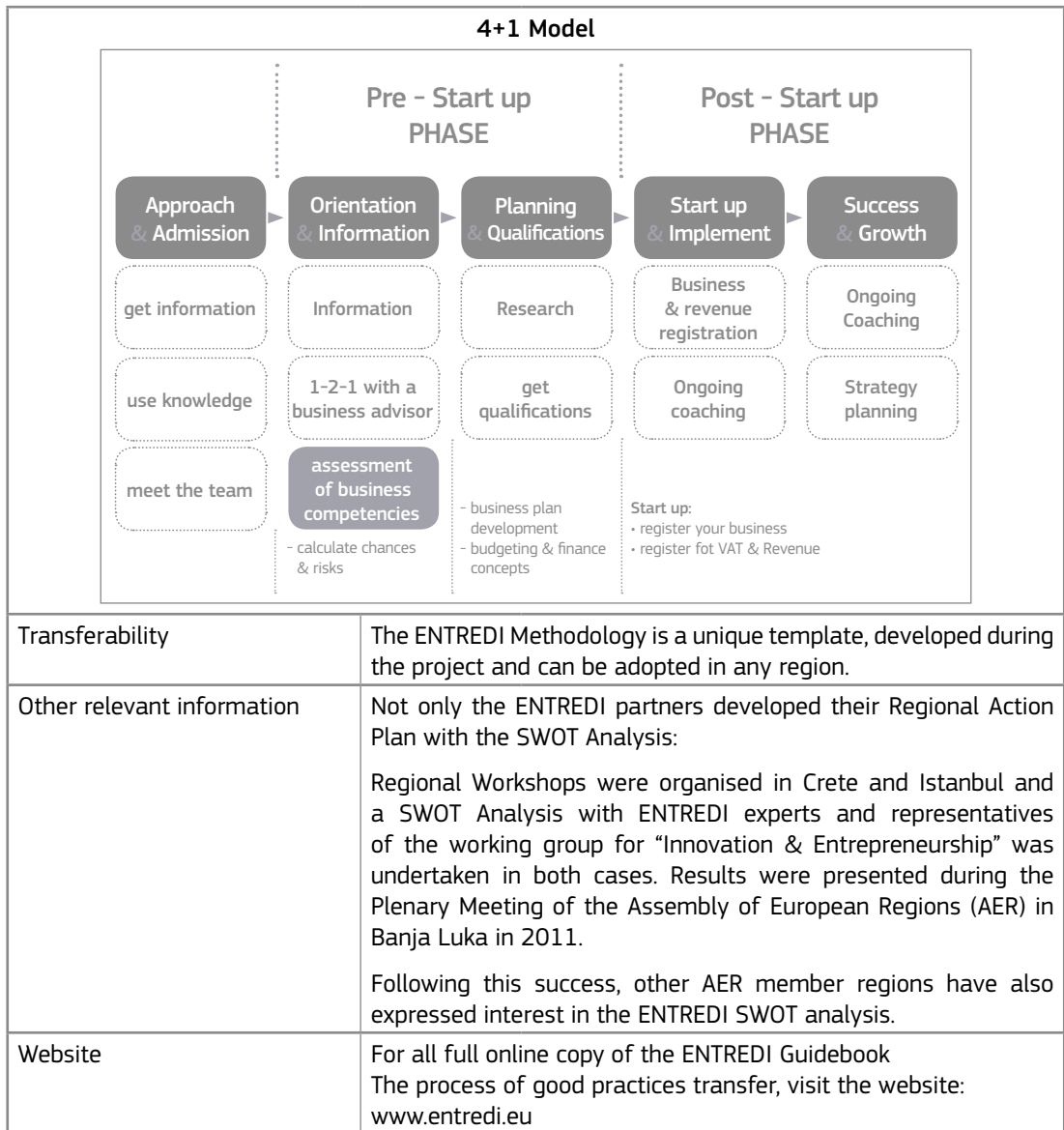
Total cost	€10.5 million:	
	Preliminary studies	€1,77 million
	Construction work	€7,06 million
	Provisions for future economic risks, price revisions and liability insurance	€1,07 million
	Real estate	€0,6 million
Financing scheme	ERDF: €2,5 million Regional Budget: €8 million	
Difficulties encountered	Conflicts between the participatory methodology and administrative procedures	
Drivers and success factors that facilitate the implementation of the action	The partners of the social economy brought many ideas forward. Network of stakeholders for the development of social innovation are very structured.	
Lessons learnt from the practice and/or improvement recommendations	The preparatory phase of diagnosis is crucial. It is necessary to be aware of the needs on the ground.	
Transferability	Needed elements are: Mobilisation of stakeholders and political will.	
Contact & links	Myriam LUDWIG, Head of Department ludwig.myriam@cr-languedocroussillon.fr Benoît HOLLEY, Project Manager holley.benoit@cr-languedocroussillon.fr 201 avenue de la Pompignane F-34000 Montpellier +33 (0)4 67 22 80 89	
Website	Website of the Languedoc Roussillon region: www.laregion.fr Video presenting the project: www.info-entrepriseslr.fr/themes/creer_reprendre/economie_sociale_et_solidaire/video_pole_realis#FD	

4.1.2 ENTREDI, Entrepreneurial Diversity, supported by INTERREG C

Location	Partners	Kompass (Hesse, DE) Basingstoke and Deane Borough Council (South East, UK) LTC AB (Jönköping län, SE) University of Western Macedonia (GR) Tartu Science Park (EE) University of Lodz (Łódzkie, PL) Aster (Emilia Romagna ,IT)
Time Frame	Start Date	01 January 2010
	End date	31 December 2011
Context and rationale	ENTREDI – Entrepreneurial Diversity – is an INTERREG IVC Capitalisation project. The project results in seven regional action plans on the development and improvement of entrepreneurial support which ideally shall be implemented in the respective Regional Operational Programmes.	

Main objective(s) / target(s)	<p>Regional Development Topics are:</p> <ul style="list-style-type: none"> Identifying and planning for future infrastructure Supporting business to grow and innovate Encouraging residents to improve their skills and achieve their potential Attracting inward investment Developing strategic partnerships to support economic prosperity Providing leadership and support to respond to climate change Encouraging a diverse economy Enhancing the region as an attractive place to live, work and visit by supporting culture and promoting the visitor economy Fostering Entrepreneurship
Detailed description of the practice	<p>Foster a holistic approach in entrepreneurship support.</p> <p>Create an entrepreneurial spirit in the region.</p> <p>Create new jobs and lower unemployment rate.</p> <p>Equal entrepreneurship opportunities.</p> <p>Improve the competitiveness of the region – increase in self-employment and young firms.</p> <p>More efficient use of public money for start-up support.</p> <p>Positioning “ENTREDI” as a brand for regional advanced entrepreneurship.</p>
Implementing structure(s)	<ul style="list-style-type: none"> - The Lead Partner is KOMPASS Innovation and Incubation Center - 7 Partners from 7 European countries - Regional Governments for the integration of recommendation in regional strategies
Target group/ Beneficiaries	Regional governments, citizens, entrepreneurs.
Does the action fit into a broader strategy?	<p>In June 2010, the Lisbon and Gothenburg agendas converged in Europe 2020 strategy, the new policy implemented by the European Union to create jobs, encourage green economic growth and an inclusive society.</p> <p>The interregional context of the ENTREDI project allows benchmarking amongst diverse but successful experiences, different environments and ideas, thus facilitating the identification of the key elements which are at the basis of an efficient strategy to support entrepreneurship across the project’s partner regions and beyond.</p>

Implementation method	<p>Definition of the region 's needs for entrepreneurship support</p> <ul style="list-style-type: none"> - Identification of regional stakeholders supporting entrepreneurship - Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis of the regional entrepreneurship support <p>Import of good practices based on SWOT</p> <ul style="list-style-type: none"> - Integration of good practices from partner regions-based on specific characteristics of the region <p>Broad regional stakeholder involvement</p> <ul style="list-style-type: none"> - Ensure commitment of the stakeholders to integrate good practices - Regional Action Plan development team – regional stakeholder active involvement <p>Ensuring Finance</p> <ul style="list-style-type: none"> - Embedding the Regional Action Plan into the regional main-stream context - Regional Operational Programme, other mainstream schemes
Key achievement(s)	<p>Putting the lessons learnt into action:</p> <p>The ENTREDI project resulted in seven regional action plans (RAPs) on the development and improvement of entrepreneurship support following the ENTREDI approach.</p> <p>These were signed during a festive signature ceremony at the ENTREDI Final Conference in November 2011 in Frankfurt, Germany by the Managing Authorities or regional representatives of the respective Regional Operative Programmes.</p>
Total cost	€1.386.650,00
Financing scheme	ERDF contribution: €1.081.195,50
Difficulties encountered	To ensure the findings of the SWOT analysis are used to carry on a comprehensive and pro-active regional policy to foster entrepreneurship, early involvement of political stakeholders is crucial.
Drivers and success factors that facilitate the implementation of the action	<p>The holistic approach matches the heterogeneous entrepreneur's needs and detects the individual entrepreneurial potentials, following the good practices "4+1Model" (see chart) and "The Rhine-Main Net" managed by Kompass Innovation and Incubation Center Frankfurt Main.</p> <p>The Rhine-Main Region as Good Practice Example for Entrepreneurial Support and its Success Factors</p> <ul style="list-style-type: none"> - Interlinked Service Offers - Profiling/Business Evaluation - Matching Activities - Openness to cooperation - Public commitment - High transparency of entrepreneurial support offers alongside the marketing of the service



4.2 Advice and coaching to entrepreneurs and business starters

4.2.1 Mechatronics for SMEs, supported by INTERREG A

Location	Country	Germany, The Netherlands (cross-border INTERREG-project)
	NUTS 1	Nordrhein-Westfalen, Niedersachsen, Noord-Nederland, Oost-Nederland, Zuid-Nederland
	NUTS 2	Weser-Ems, Münster, Düsseldorf, Friesland, Groningen, Drenthe, Overijssel, Gelderland, Limburg, Noord-Brabant

Time Frame	Start Date	01 March 2009
	End date	28 February 2014
Context and rationale	<p>The project strengthens the competitiveness of SMEs through the promotion of cross-border technology transfers. This leads both to improved territorial cooperation and to the implementation of the EU Lisbon Strategy.</p> <p>The manufacturing SMEs of all industry branches are faced with major challenges, due to increasing globalisation. For these SMEs, globalisation means significant competitive pressure in the form of increasingly higher demands on the products function and falling prices. As the economy at the German-Dutch border cannot compete with the low wage costs of rival Asian countries, existing strengths need to be optimally used or developed.</p> <p>In order to improve the competitiveness and the market position of these companies, demand-driven innovation in product development and product manufacturing is crucial. This can be achieved by introducing the multidisciplinary field of engineering known as Mechatronics. This ensures positive effects in terms of both job security and job creation.</p> <p>In the geographic area of the INTERREG program, there is a high number of SMEs. For instance, in the regions Oost (Twente) only, 1,125 establishments with 39,000 workers have potential mechatronics needs. The manufacturing industry in Münster and in the districts of Bentheim, Kleve and Wesel employs approximately 162,000 people in about 850 companies.</p>	
Main objective(s) / target(s)	<p>The project «Mechatronics for SMEs» promotes the cross-border development and implementation of mechatronics in almost 200 German and Dutch companies. Core of the project is a practical cross-border technology transfer from universities, colleges, technology centres and engineering firms in small and medium enterprises (SMEs). The bi national cooperation contributes to overcoming border barriers and counteracts the negative effects of the shortage of engineers. The interdisciplinary cooperation between mechanical, electrical and computer science (short, mechatronics') allows many product and process innovations.</p> <p>The benefits are visible through, among other things, an increased degree of automation, in user-friendly operating concepts and effective manufacturing processes. The project helps SMEs to bring technological developments and innovations to the market. The companies are aware of the technical possibilities and chances of Mechatronics, they come in contact with experts from the neighbouring country and receive financial contributions for technology consulting, feasibility studies and development projects</p>	

<p>Detailed description of the practice</p>	<p>The program consists of five phases, ranging from the initial idea to the construction of a working prototype. At least the last two phases are carried out across the border with Dutch and German partners.</p> <ul style="list-style-type: none"> - Preliminary evaluation discussion: a member of a competent regional economic development agency discusses with the manager to find out whether the use of mechatronics is useful for the company. If this is the case, they go over to the following stages. - Deepening conversation: in phase 2 the business developers are supported by German and Dutch universities or colleges to help the project manager specify the business problem and decide which solution is most adapted. - Intensive counselling: in phase 3, external specialists deal with the technological aspects. Once the technical questions are answered positively, the feasibility study can be planned. - Feasibility study: in Phase 4, German or Dutch external service providers enter in contact with the company to start a feasibility study. The study will examine how feasible the project is technically and if it is economically sustainable. - Development of the project: together with the German and Dutch Mechatronics service providers, the enterprises develop their own project and create a prototype. <p>Financial support: the financial support provides companies with a strong financial incentive to work with universities, technology centres and engineering companies in the neighbouring country. The successful collaboration forms the starting point for many long-lasting partnerships.</p> <ul style="list-style-type: none"> - The preliminary evaluation discussion (phase 1) and the deepening conversation (phase 2) are free of charge. This allows for a low entry threshold. - The intensive counselling (Phase 3) is subsidised with a maximum of 60% of the cost. Fees of up to € 5,000 are eligible for funding. - The feasibility study (Phase 4) can be financed at 50% of the costs in general and up to 75% in research-intensive activities. Eligible costs are external costs of up to € 25.000. - The subsidy for a development project (phase 5) is limited to 50% of project costs up to € 120.000, of which max. € 60.000 own staff costs around € 40.000 contract services and equipment costs about €20.000. <p>Overall, the funding per enterprise amount to several ten thousand Euros, depending on the project and the costs incurred.</p>
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Implementing structure	The project involves 11 universities, technical colleges, technology centres and economic development organizations together across borders. 11 other economic development organisations are involved as associated partners. The EUREGIO in Gronau / Enschede is lead. The project partners cover the entire German-Dutch border. The intensive cooperation has not only strengthened the cross-border contacts of SMEs, but also the relations of the promoters and associated partners with each other.
Target group/ Beneficiaries	SMEs, universities, colleges, technology centers, economic development organisations
Human resources	Difficult to estimate: The calculated labour costs in the project are estimated at €8.9 million. That is approximately 50% of the estimated total costs. Moreover, there are numerous labour-intensive consulting services, but for administrative reasons these will be counted as external costs and not as staff costs. It can therefore be assumed that human resources weight far more than that in the project.
Key achievement(s)	<p>Through this project, nearly 100 German and Dutch SMEs benefited from counselling and could enhance their product or develop new products.</p> <p>Some of the new products include innovations aimed at saving energy and other essential resources. For instance a new heat exchanger for process industries and for swimming pools and a central control system designed for low energy houses.</p> <p>The participating companies have concluded contacts and partnerships with businesses and technology consultants in the neighbouring country, which will continue after the funding scheme is over.</p>
Main results	Until April 2012, the total of past, present and approved SME projects include: 156 Intensive consultations, 59 feasibility studies, 49 development projects
Total cost	€17.960.295,00

Financing scheme	<i>Total</i>	€17.960.295,00
	INTERREG (ERDF)	€7.114.395,00
	Public national	€4.258.781,00
	Ministry for Economic Affairs, Agriculture and Innovation	€1.429.391,00
	Ministry for Economy of Lower Saxony	€1.064.695,00
	Ministry for Economy North Rhine Westphalia	€1.064.695,00
	Province of Overijssel	€245.000,00
	Province of Gelderland	€245.000,00
	Province of Limburg	€70.000,00
	Province of Drenthe	€46.666,66
	Province of Friesland	€46.666,67
	Province of Groningen	€46.666,67
	Public regional	€585.093,00
	Private	€6.002.026,00
Difficulties encountered	<ul style="list-style-type: none"> - The participation of SMEs depends very much on the cyclical fluctuations, when the situation is very good or very bad there is no participation. - The pre-financing of projects is very difficult for small enterprises - Companies have to get used to the guidelines for tendering and contracting - SMEs find it often difficult to respect the time frame of a project as the normal operations continue and lucrative activities may induce delays - For smaller enterprises it is often only possible to devote limited own human resources to a project, this can however to a certain extent be compensated by. A higher proportion of external services; 	
Drivers and success factors that facilitate the implementation of the action	<ul style="list-style-type: none"> - Experience from previous projects enable the appropriate development of the project structure (in this intensive consultation, feasibility, development) - Integration of existing networks and partners with INTERREG experience (e.g. support to businesses but also research institutes and foreign Leister, who know well the SMEs and SMEs have confidence), - Project Approach: Need to go out from the needs of companies. - Intercultural communication competence as a prerequisite for cross-border action, - Efficient project management and good knowledge of the support programme. 	

Lessons learnt from the practice and/or improvement recommendations	Difficulties must be responded within existing facilities, Such «open» projects for SMEs make sense «Customer loyalty» e.g. by initiating event offers for companies SMEs could be good for Europe multipliers
Transferability	Prerequisites are: a good network and partners, especially providing support to businesses, research institutions and foreign Leister, who know well the SMEs and to which SMEs have confidence,Visions regarding Europe and readiness for cross-border cooperation, Functioning project management and good knowledge of the funding.
Contact & links	Angelika van der Kooi EUREGIO e.V. Enscheder Str. 362 48599 Gronau Tel: +49 (0)2562 70227 e-mail: a.vdkooi@euregio.de
Website	www.mechatronik-kmu.eu

4.3 Support for the transfer of businesses from one generation to the next

4.3.1 Moderatoren zur Sicherung der Unternehmensnachfolge, supported by ESF

Location	Country	Deutschland
	NUTS 1	Baden-Württemberg
	NUTS 2	
	City	
Time Frame	Start Date	2008
	End date	2011
Context and rationale (why did the organisation initiate the action, in what context, who had the idea, what problems/ needs did the action address etc.)	<p>In the coming years, many small and medium-sized businesses in Baden-Württemberg will be handed down to a new generation of entrepreneurs. Successful business succession is an issue that is of the utmost importance not only to those transferring their businesses but also to their staff and to Baden-Württemberg as a place for doing business. The number of handovers within families is falling and so transfers of businesses to staff or even to outside managers are becoming increasingly important.</p> <p>Outside management buyouts (MBO) are more difficult than internal handovers in almost all respects. There are much fewer such transfer scenarios that run smoothly, especially since they are exposed to a much greater range of problems.</p> <p>For those giving up their positions, the principal problem is finding the right successor. Furthermore, many business owners are overwhelmed with this complex task and often find themselves in such a position for the first time. Almost certainly linked to this is a delayed and overly hesitant realisation on the part of owners that they have to act.</p>	

	<p>Business owners with no successors in their own families are very hard to target with conventional informational and training tools. They do not attend information workshops or training seminars because they avoid “the public eye” and their day-to-day business has top priority. Normally, the only successful way to address such entrepreneurs is directly, and a special relationship of trust is required.</p> <p>It was against this backdrop that, in 2003, the Baden-Württemberg Ministry of the Economy (now the Ministry of Finance and the Economy) collaborated with Heilbronn-Franken IHK (Chamber of Industry and Trade), responsible for business support, to develop the concept of “moderators to help ensure business succession”.</p> <p>At the heart of this concept is a qualified expert in one of the regional IHKs or sector-specific associations who acts as the direct contact person and moderator and is available throughout all the phases of the transfer.</p>
Main objective(s) / target(s)	The objective is to raise awareness at an earlier stage among those transferring their businesses and thus to secure existing businesses and the jobs they provide.
Detailed description of the practice	<p>“Succession moderators” perform the following key tasks:</p> <ul style="list-style-type: none"> - Identifying and establishing contact with potential transferors, and making them aware of the need to plan any transfer carefully and in good time. - Mentioning the emotional aspects, including personal and family-related aspects. - However, raising awareness of the commercial, legal and fiscal issues, including issues relating to the law of succession, is also very important. - The moderator goes to the transferor to determine if there are any potential successors in the family or from among staff members, or if a successor from outside has to be found. If a successor has to be found from outside, Heilbronn-Franken IHK supports the moderator, e.g. by means of the Germany-wide succession exchange “nexxt-change” and the IHK’s own succession database. - The moderator assists in establishing contact between potential transferors and transferees by taking existing offers, developing them further and/or developing and implementing new concepts. - Establishing and maintaining networks of consultants and moderating the involvement of various expert consultants (tax consultants, lawyers, management consultants). - Assistance in drawing up a road map for the transfer.

	<p>The moderator's tasks do not include giving detailed advice himself or herself.</p> <p>Moderators are expected to meet high standards. In all phases of their work, they must guarantee a high level of discretion and confidentiality vis-à-vis the transferor and the transferee. They have to proceed with great sensitivity especially with regard to family-internal solutions.</p>
Implementing structure (with a very short description) and partners/stakeholders	<p>In Baden-Württemberg, there are currently succession moderators in the Chambers of Industry and Trade for Heilbronn-Franken, Nordschwarzwald, Ulm, Rhein-Neckar, and Reutlingen, in the Chambers of Skilled Trades for Karlsruhe and Stuttgart, in the Hotel and Restaurant Association for Baden-Württemberg (DEHOGA) and in the South-Western Economic Region.</p> <p>The moderators are experienced experts who, ideally, have been entrepreneurs themselves or have experience in management consulting or financing.</p>
Target group/ Beneficiaries	Owners of SMEs affected by a transfer and (potential) transferees established in Baden-Württemberg.
Does the action fit into a broader strategy?	Owners of SMEs affected by a transfer and (potential) transferees established in Baden-Württemberg.
Implementation method	Generally speaking, or at least ideally speaking, the moderator posts are fixed units/posts in a Chamber of Industry and Trade or a sectoral association. A succession moderator has access to corporate data and can be proactive in approaching companies where the issue of succession should be raised.
Human resources	<p>Generally speaking, or at least ideally speaking, the Chambers of Industry and Trade or the associations employ one person who works full-time (100%) as a succession moderator.</p> <p>At Heilbronn-Franken IHK, for example, Mr Jürgen Beck works full-time as a succession moderator.</p>
Key achievement(s)	<p>In Baden-Württemberg, this system of promoting succession moderators who are sector-specific or regionally based has given rise to a network comprising multiple contact persons who are at the disposal of transferors and transferees alike throughout all phases of the transfer and who offer a high degree of discretion and confidentiality.</p> <p>The ultimate goal is to put succession moderators – subsidised or unsubsidised – in Chambers of Industry and Trade and in associations throughout Baden-Württemberg.</p> <p>The idea behind this moderator system is now in demand – and implemented – not only in Chambers of Industry and Trade and associations within Baden-Württemberg but also in Chambers of Industry and Trade outside Baden-Württemberg. The model is held in high regard in the various such Chambers in Germany and is now available as a training course developed by Bildungs-GmbH (a company commissioned by DIHK, the German Chamber of Trade and Industry).</p>

	<p>The success of the model, in the words of Heilbronn-Franken IHK:</p> <p>“Awareness-raising and proactively approaching companies has proven to be the right way to proceed. Experience has shown that, in most cases, companies did not sustainably address the issue until they had been actively approached. The companies would not have taken the initiative to address the issue at all, or would have proceeded hesitantly, but they were glad to have been approached by the IHK, a neutral party, to talk about the issue. In the various contact sessions that followed it was possible to recommend other consulting services from the network. Emotional aspects were addressed and included personal and family-related interests. The assistance provided when determining whether a successor can be found in the family or among staff or whether an outsider has to be sought has proved a success. The support given in finding an outside successor via a regional and interregional platform was well received. In nearly all cases, awareness was raised for economic, legal, inheritance- and tax-related factors. It was also possible to answer questions about financing options. Discretion, empathy and confidentiality are essential and paid off. Awareness-raising through newspaper articles, radio, television, presentations and podium discussions was very successful. We have managed to build up a network of consultants, develop the matching procedure and raise awareness for alternative forms of financing.”</p>
<p>Main results - short description + quantitative indicators (e.g. no of companies or jobs created or safeguarded, volume of investments generated etc.)</p>	<p>From the start of April 2008 to the end of December 2011, 10 subsidised succession moderators gave advice and supported around 7 000 company transfers in total.</p> <p>Heilbronn-Franken IHK has had the moderator model in place since 2003 with the following outcomes to date:</p> <ul style="list-style-type: none"> - 805 businesses given personal advice and support, involving a total of 12 457 jobs and turnover of EUR 1 685 million - 305 transfers completed, involving 5 160 jobs and turnover of EUR 812 million
<p>Total cost</p>	<p>From the start of April 2008 to the end of December 2011, ESF funding for succession moderators came to around EUR 940 000.</p> <p>The succession moderator at Heilbronn-Franken IHK costs around EUR 100 000 a year.</p>
<p>Financing scheme</p>	<p>ESF associations and chambers</p>
<p>Lessons learnt from the practice and/or improvement recommendations</p>	<p>The matching procedure, especially for finding outside successors, should be developed further and optimised as far as possible. The ultimate goal should be the interregional networking of individual consultants and maximum coverage.</p>

In your opinion, what are the requirements to transfer the action to other areas	The post of succession moderator should be firmly embedded within a Chamber of Industry and Trade or within a sectoral association.
Spin-off effects and projects	The moderation model helps strengthen the concept of service orientation towards the businesses.
Contact & links	<p>Ministerium für Finanzen und Wirtschaft Baden-Württemberg [Baden-Württemberg Ministry of Finance and the Economy] Initiative für Existenzgründungen und Unternehmensnachfolge - ifex [Initiative for startups and business succession - ifex] Katja Gieseler +49 711-1232708 katja.gieseler@mfw.bwl.de www.gruendung-bw.de</p> <p>IHK Heilbronn-Franken Jürgen Becker +49 7131-9677316 becker@heilbronn.ihk.de www.heilbronn.ihk.de</p>
Website	<p>http://www.gruendung-bw.de > Unternehmensnachfolge > Moderatoren zur Sicherung der Unternehmensnachfolge</p> <p>http://www.heilbronn.ihk.de</p>

4.4 Support for companies to consolidate, grow, innovate, internationalise

4.4.1 Innovation support programmes (“soft measures”) for SMEs in Lower Austria, supported by ERDF (Technopol Programme, Cluster Programme, Technology & Innovation Partners)

Location	Country	Austria
	NUTS 2	Niederösterreich / Lower Austria
	City	St. Pölten
Time Frame	Start Date	2007
	End date	2013
Context and rationale	<p>Lower Austria is characterised by a very small structured economy (97.5% small companies, 2% medium sized enterprises and very few large companies), a lack of critical mass in public R&D and a highly diversified economy without strong sectorial specialization.</p> <p>The main challenges of innovation policy are: creating a critical mass in R&D and Innovation in niche technologies and fostering innovation capacity also in rural areas. Since the mid-1990s the region has developed several instruments step-by-step to address these challenges: infrastructure, financial support and advice and services.</p>	

	<p>The 3 main programmes are:</p> <p>Technopol Programme: supporting technology oriented location development in niche technologies,</p> <p>Clusters and Network Programme: supporting innovation in businesses through collaborative projects and the development of (cross-)regional value chains and</p> <p>TIP – Technology and Innovation Partners: raising innovation awareness, identifying innovation capability and supporting single firms in implementing innovation and R&D&I projects.</p>
Main objective(s) / target(s)	<ul style="list-style-type: none"> • Create critical mass in R&D and Innovation in niche technologies • Create its unique selling proposition, no duplication of other regions • Encourage co-operations between instruments • Collaborate with neighbouring regions • Facilitate access to information related to innovation also in rural areas, foster innovation capacity <p>Innovation and Technology is a main corner pillar of the economic strategy 2015</p> <p>Measurable indicators (examples):</p> <p>Number of projects, project volume, jobs, researchers, technology centres, research & education facilities, students at the universities and enterprises at the technopol locations, settlement of companies, start-ups, study courses and university departments in the specific fields of technology, jobs created in start-ups, companies working in the specific fields of technology, infrastructure projects and investment volume in total, jobs in technology centres, Research Institutes, Competence Centres for Excellent Technologies, »Christian Doppler« laboratories.</p> <p>Turnover development and number of (qualified) jobs at cluster companies, number of product and system solutions development projects, rate of participation in collaborative projects initiated in cluster, rate of participation in competence-enhancing initiatives and productivity-enhancing initiatives, number of large companies involved in collaborative projects, number of new focus topics identified in the cluster, number of leading projects initiated, number of cross-organization/overlapping projects, customer satisfaction</p> <p>Share of innovative companies, number and share of strategic consultancy and follow up, number of new clients, new developed products and services and cross-organization/overlapping projects, R&D expenditures of assisted companies</p>

Detailed description of the practice	Whereas the TIP provide services to raise awareness for innovation and increase innovation capability in general, the Cluster Managers focus on initiating collaborative R&D&I projects and developing (cross-) regional value chains as well as looking for niches and future perspectives in each cluster. The Technopol Managers facilitate a joint strategy development (and specialization) process of higher education institutions, research facilities and companies, support research project developments, new settlements and start-ups at the Technopol locations.
Implementing structure	The Technopol programme & Cluster programme: the Lower Austrian business agency ecoplus. TIP (jointly financed): the Regional Government of Lower Austria and the Chamber of Commerce.
Target group/ Beneficiaries	<ul style="list-style-type: none"> • Focus: SME in Lower Austria, but also • large lead companies, • universities (of applied sciences) and research institutions. <p>The Cluster and the Technopol Programme especially focus on specific sector / technology niches:</p> <ul style="list-style-type: none"> • Technopol Tulln „Agro- and environmental biotechnology“: plant- and animal production, (bio)-analytics, natural materials technology, environmental biotech. • Technopol Krems “Medical biotechnology“: regenerative medicine e.g. extra corporal blood-purification, tissue engineering, cell therapy and future building (low energy house). • Technopol Wiener Neustadt “Modern industrial technologies“: surface technologies, centre of competence for electro-chemistry and tribology, micro-system technology, integrated sensor systems, medical applications, injection moulding technology. • Technology Center Wieselburg: bioenergy and agricultural sciences • Greenbuilding Cluster: energy efficient construction and rehabilitation • Plastics Cluster: bio plastics, composites • Mechatronics Cluster: energy efficiency in production processes, LED components • Food Cluster: food safety, regional und organic products • Logistics Cluster: cross-sector cluster focusing on jointly solving logistics challenges, e.g. modal split, bundling empty runs
Does the action fit into a broader strategy?	The Programmes described above are integral parts of the Regional Innovation Strategy (Wirtschaftsstrategie 2015) setting out the following strategic pillars: Innovation & Technology, Cooperation, Qualification, Start-ups, New Markets and Sustainability.

	<p>The mentioned programmes translate especially the strategic pillars “Innovation & Technology” and “Cooperation” into practice, but also contribute to qualification of SMEs, support for high-tech start-ups (Technopols) and Sustainability (eco-innovation activities in the clusters).</p> <p>Technopols and clusters are also key to the regional specialization and diversification. Both programmes rely on the work of the TIP, increasing innovation capability.</p>
Main results	<p>Technopol Programme:</p> <ul style="list-style-type: none"> • 119 R&D-projects with €143 Mio. project volume initiated and realized • 13 infrastructure development projects realized (volume: € 70 Mio.) • More than 1100 researchers in natural and technical sciences • Plus 400 high tech jobs triggered by Technopol Management • €190 Mio. total value added effect in 2009 <p>Cluster Programme:</p> <ul style="list-style-type: none"> • Involvement of 672 companies with more than 80,200 employees in the five clusters. • Since the start of the first cluster initiative in the region in 2001 cluster members implemented 377 collaborative projects • The cumulated project volume of the five clusters is equal to €52.2 million as of 30 June 2011, with nearly two-thirds (65%) invested by the companies themselves. • The overall effect triggered by funded Lower Austrian Clusters projects is equal to €27.3 million. The total value added effect of Lower Austrian Clusters, calculated as the sum of direct and multiplier value added effects in Lower Austria, in the other Austrian provinces (Bundesländer), and abroad, is €47.8 million. The total employment effect is equal to 624 jobs in person-years, also expressed as 560 full-time equivalents (FTE). (Economica Institute of Economic Research 2011). <p>TIP:</p> <ul style="list-style-type: none"> • About 600 services through external consultancy each year and 300 advisory services through the TIP help mainly to identify the innovation potential and SMEs to innovate. • Out of these 210 are in core areas like Innovation management, creative techniques, or in strategic areas. • 150 new clients per year guarantee the identification of innovation capability and enlargement of innovative firms also in rural areas

Financing scheme and total costs	<p>Technopol Programme 03/2008-12/2013: ERDF: EUR 2,022,647.00; Regional budget: EUR 2,022,647.00 Total: EUR 4,045,294.00</p> <p>Cluster Programme (01/2007-12/2013): ERDF: EUR 5,624,235.50; Regional budget: 12,298,972.50 Private co-financing: 2,665,000.00; Total: EUR 20,588,208.00</p> <p>TIP Programme: ERDF: EUR 2,195.709,00; Regional budget: 6,206.225,40 Chamber of Commerce: 2,673.677,60; Total: EUR 11,075.612,00</p>
Drivers and success factors that facilitate the implementation of the action	<ul style="list-style-type: none"> • Thorough SWOT analysis of the region, identifications of challenges and needs of companies • Strong involvement of companies, mainly SMEs • Open communication and collaboration of all stakeholders in regional innovation policy
Other relevant information	<p>Learnings:</p> <ul style="list-style-type: none"> • It is important to embed the different policy instruments in an integrated regional innovation (smart specialization) policy and to take care of interlinking these instruments, e.g. by combining funding schemes with supporting services or by enabling cross-cluster collaboration in order to leverage the full innovation potential of a region. • Involvement of large companies in innovation policy instruments is important in order to enable the access of SMEs and help developing regional value chains. • The Lower Austrian programmes are instruments of regional economic and innovation development. Services provided by those acting as intermediaries between regional government and businesses cannot be left to the open market. Public support for these activities is necessary. • A comprehensive monitoring and evaluation system is crucial to secure flexible and evidence based policy reactions to new developments in the regional economy.
Contact & links	<p>Regional Government of Lower Austria Department for Economy, Tourism & Technology A-3109 St. Pölten Landhausplatz 1, House 14 Ms. Irma Priedl, Head of area Innovation and Technology +43 2742 9005 ext. 16123 Irma.priedl@noel.gv.at</p>
Website	<p>http://www.noel.gv.at/English/Topics-in-English.html; http://www.ecoplus.at/en/ecoplus/technology-research/technopol-program; http://www.ecoplus.at/en/ecoplus/cluster http://www.tip-noe.at/</p>

4.4.2 I2I, Innovation 2 Industrialisation for Advanced Micro&Nano Systems, supported by ERDF

Location	Country	Netherlands
	NUTS 2	Gelderland & Overijssel
	City	Arnhem
Time Frame	Start Date	January 1th 2012
	End date	December 31th 2014
Context and rationale	<p>The East Netherlands provinces of Overijssel & Gelderland have two outstanding Knowledge & Research & Development centres for micro-&nano electronics:</p> <ul style="list-style-type: none"> - University of Twente (Overijssel) - Radboud University of Nijmegen (Gelderland). <p>These R&D centres bear many spin-offs and start-ups active in innovative micro&nano systems, which face 2 challenges after having delivered a proven concept of their micro&nano electronic innovation :</p> <ul style="list-style-type: none"> • find a paying customer for the application of the proven technology • deliver Industrial produced micro & nano electronic products against very high quality standards. <p>A world class semiconductors ecosystem is located next to these R&D centres and spin-offs, as well as an outstanding network of medical technological companies and knowledge institutes. These depend on micro&nano electronic innovations for their point-of-care medical devices.</p> <p>Through I2I, the foundation Business Cluster Semiconductors East Netherlands (BCS), representing over 60 micro&nano electronic companies, together with 22 SME partners is to bridge the gap between developed micro&nano electronic innovations, industrial production and innovative medical point-of-care applications</p>	
Main objective(s) / target(s)	<ul style="list-style-type: none"> • To develop 6 innovative micro&nano electronic proof of concepts towards industrial produced micro&nano products in the strategically and economically very important area of medical point-of-care devices; • Cluster and give access to all needed competences to Innovative SMEs in the micro&nano electronics area to further develop Innovative proof of concepts into Industrial produced micro& nano electronic products. • To develop a for innovative start-ups and SMEs accessible and open industrial high-tech infrastructure for the development and production of IC related Micro- & Nano Electronic products 	
Detailed description of the practice	I2I supports SMEs active in micro-and nanotechnology to further industrialise their developed technologies and applications.	

Implementing structure	<p>Lead partner: Foundation Business Cluster Semiconductors Netherlands (BCS)</p> <p>R&D sub project : 6 Lead companies for every R&D project</p> <p>Cluster Development & Open Industrial Infrastructure : BCS</p> <p>Other Stakeholders represented in a Advisory Board : Health Valley Netherlands, Kennispark Twente, MESA+/HighTechFactory, InnovatiePlatform Twente, Provinces of Gelderland and Overijssel and Regio Twente.</p>
Target group/ Beneficiaries	<p>All SMEs (incl. start-ups & spin offs) active in the research & development of innovative micro- & nano electronic systems.</p> <p>Indirectly, all companies in the area of medical point-of-care diagnostics depending on micro-& nano electronics for their innovations.</p>
Does the action fit into a broader strategy?	<p>Yes : the action fits within the national Dutch programme for the 'Top sector High-Tech Systems & Materials (HTSM)' and cross-over approach between HTSM and applications in the 'Top sector Life Sciences'.</p> <p>Yes: Horizon 2020 and especially the importance of key enabling technologies within this EU programme.</p>
Implementation method	Focussed R&D partnership and research & concept development for accessible competences, know-how and open high tech industrial development & production infrastructure.
Main results	<p>Objectives:</p> <ul style="list-style-type: none"> - 7 new R&D cooperation's + related Development Projects - 19 SME partners directly involved in the projects - 3 Knowledge Institutes involved (Technical University of Twente, Radboud University of Nijmegen and Medical University St. Radboud) - 56 supported SME Companies - 370 jobs created or safeguarded - € 35.000.000 private investments generated after end of project
Total cost	€ 10.900.000,00
Financing scheme	<p>ERDF</p> <p>Regional budget</p> <p>Private co-financing</p>
Drivers and success factors that facilitate the implementation of the action	Strong SME participation
In your opinion, what are the requirements to transfer the action to other areas	<p>Strong coordination & strong SME participation</p> <p>Clustering of and relations with companies and Knowledge Institutes on both the Technology and Medical side.</p>

Other relevant information	The project has just started, it is therefore not possible yet to draw conclusions, identify difficulties or make recommendations
Contact & links	Business Cluster Semiconductors Netherlands Drs. J.H.M. Gerards P.O. box 5215 6802 EE Arnhem The Netherlands +31 (0)26 3844222
Website	The project application of this good practice is published in the DG Enterprise and Industry ERDF & ESF applications database under the link: ec.europa.eu/enterprise/policies/sme/regional-sme-policies/applicationexamples


4.4.3 The Growth Forum, supported by ESF and ERDF

Location	Country	Denmark
	NUTS 2	Southern Denmark
Time Frame	Continuously being developed	
Context and rationale	<p>The Region of Southern Denmark has a number of mature clusters within the «traditional» industries. These are food industries, mechatronics, transport and logistics and the off-shore industries. Besides these mature clusters the region also has a number of viable clusters within the «new» industries, such as energy technology, robot technology, refrigeration technology and ICT. These viable clusters have the possibility to become an actual strength of position. Finally, there are a number of potential clusters, such as bio-energy, air cleaning in the agriculture, medico, medical devices, waste treatment, IT based experience economics, biotech, and better exploitation of agricultural products. These clusters can be the key opportunity for future growth.</p> <p>The cluster infrastructure is therefore the central point for the Southern Denmark 2012-2020 strategy for economic development. Corporate collaboration projects have been set up in the form of public-private partnerships in a number of prioritised areas with the potential to generate growth and employment in Southern Denmark. These are:</p> <ul style="list-style-type: none"> • The welfare technology cluster • The energy efficiency cluster • The design cluster • Offshore clusters • The Growth Forum foods initiative <p>The Growth Forum is a hub for regional growth initiatives. This commercial-political partnership involving the business community, knowledge and education institutions, the unions and employers' organisations, local authorities and the region of Southern Denmark, is to play a key role, with direct influence on the commercial development of the region. It will therefore continue to focus on the development of existing and new strong clusters within the specified business areas.</p>	

<p>Main objective(s) / target(s)</p>	<p>In the field of entrepreneurship, the goals are to:</p> <ul style="list-style-type: none"> • Increase the number of entrepreneurs through the promotion of both an entrepreneur-friendly environment and a stronger entrepreneurial culture • Increase the share of new companies. • Foster the entrepreneurial mindset in the educational system <p>As for clusters, the Growth Forum aims to ensure that</p> <ul style="list-style-type: none"> • The re-organisation of the commercial strength of positions and the established clusters can continue. • New clusters can grow • Cluster- and network initiatives are developed through a strong commitment with companies and in cooperation with knowledge institutions and authorities. <p>In terms of human resources, the goals are to:</p> <ul style="list-style-type: none"> • Make it attractive to live and work in the Region of Southern Denmark. T • Ensure the Region of Southern Denmark has the necessary and qualified labour force. • Increase the number of young people who gets an education. • Have more people that are better educated. • Increase the number of student intake and improve the adequacy between education and market needs. • Improve the ability of the workforce to adapt to change through longlife education. <p>In the field of research, innovation, and new technologies, the objectives are to:</p> <ul style="list-style-type: none"> • Access to global competences within research and knowledge that matches the region's commercial strength of positions and potential growth industries. • Promote innovative mentality and activities with knowledge sharing and knowledge exploitation in the region. • Commercial strength of positions with a production, based on a high level of knowledge. • Create dynamic and innovation in new business potentials and growth industries. <p>Regarding experience economics, the Growth Forum aims to achieve the following:</p> <ul style="list-style-type: none"> • Increased share of the region's market share in experience economics. • Public-private cooperation, in connection with development of the experience economics (e.g. in connection with art, culture, entertainment, sports, architecture, design, and tourism). • Creation of new products and services, generating increased profits within the experience economics. • Development of peripheral areas' potential for experience economics.
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<p>Detailed description of the practice</p>	<p>The Southern Denmark Growth Forum is the hub of the regional growth initiatives and the commercial-political partnership between the business community, knowledge and education institutions, unions and employers' organisations, the local authorities and the Region of Southern Denmark.</p> <p>The Growth Forum invests in the development of new jobs in the fields of Health and Welfare Innovation, Sustainable Energy and Experience Business.</p> <p>In addition, the Growth Forum has earmarked means for three pools/funds intended to provide support for initiatives that will help the region reach its goals for 2020:</p> <p>1. THE SOUTHERN DENMARK LOAN FUND FOR OUTLYING AREAS</p> <p>The loan fund, which has DKK 20 million at its disposal, is designed to provide loans for entrepreneurs in the outlying areas of the Region. The target group comprises entrepreneurial companies in the establishment, start-up or expansion phase. Loans from the fund are to be matched (1:1) by private external co-financing.</p> <p>2. THE REGION OF SOUTHERN DENMARK WELFARE TECHNOLOGY FUND</p> <p>Welfare Tech Invest is the name of a welfare technology fund that has DKK 75 million available for investment as seed, start-up and expansion capital in entrepreneurial companies active in the field of welfare technology and service in Southern Denmark. The target group comprises entrepreneurial companies in the establishment, start-up or expansion phase. In principle, investments from the fund are to be matched (1:1) by external co-financing. Furthermore the capital fund is providing loans for entrepreneurs in the rural areas of the region. There is further 20 Mio. DKK in the fund for this purpose.</p> <p>In addition to the venture fund a special Business Building program is expected to be launched in the beginning of 2013.</p> <p>Target measures for Welfare Tech Invest (within the next 5 years):</p> <p>The fund will invest 12 young companies within welfare tech in the region</p> <p>30 loans will be granted to companies in the rural areas of the region</p> <p>Between 175 – 250 new jobs will be created in the portfolio companies.</p> <p>3. POOL FOR PUBLIC-PRIVATE INNOVATION</p> <p>This pool contains DKK 20 million for supporting the commercialisation of public-private innovation projects. Funding from the pool is available to private companies working with public sector parties to test and adapt products during the critical phase immediately prior to market launch. The project must help to commercialise the company's products while simultaneously contributing to cover a need in the public sector.</p>
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Implementing structure	Region of Southern Denmark
Target group/ Beneficiaries	<p>Existing enterprises, new start-ups, enterprises to be created.</p> <p>Within the region's three strategic areas of business excellence, the target groups are:</p> <p>Sustainable energy</p> <ul style="list-style-type: none"> - Sectors that work with technologies, knowledge and components that lead to intelligent and efficient utilisation of all forms of energy. - Sectors that work with technologies, knowledge and components intended for use in all areas of the value chain for offshore energy production from both renewable and fossil energy sources. <p>Health and welfare technologies</p> <ul style="list-style-type: none"> - Sectors that work with health and welfare solutions that can contribute to dealing with societal challenges in the field of welfare and, at the same time, generate increased growth in private companies. <p>Experience economy - with focus on tourism and design</p> <p>Service sectors in the field of holiday and commercial tourism.</p> <p>Sectors that make use of design with a view to adding even more value to the company's products.</p> <p>Sectors that work with foods, to boost the value of the product.</p>
Does the action fit into a broader strategy?	Yes, the Growth Forum was conceived as a tool for regional development and the specialised cluster organisations play a unique role in the regional innovation system
Implementation method	<p>The tools used to achieve the strategic goals of increased productivity and greater occupational frequency are:</p> <ul style="list-style-type: none"> - Entrepreneurship - Human resources and education - Research, innovation and new technologies, including design and ICT - Cluster development

<p>Expected results</p>	<p>For each of the clusters there are specific target measures and also expectations of European Cluster Management Excellence according to the quality indicators and peer-assessment procedures identified by Cluster-Excellence.eu – the European Cluster Excellence Initiative</p>  <p>Goals for the business areas</p> <ul style="list-style-type: none"> Health and social innovation <ul style="list-style-type: none"> > 30% growth in productivity > 25% increase in export share Sustainable energy <ul style="list-style-type: none"> > 15% growth in productivity > 10% growth in exports Experience economy <ul style="list-style-type: none"> > 25% growth in productivity > 15% growth in employment <p>2020 GOALS</p> <ul style="list-style-type: none"> Productivity level 10% above the OECD average & Occupational frequency on a par with the OECD Top 5
<p>Financing scheme</p>	<p>The Growth Forum receives annually 100 million DKK (€13,40 million) from the Region of Southern Denmark's regional commercial development fund, and around DKK 100 million from the EU Social and Regional Funds.</p>
<p>Drivers and success factors that facilitate the implementation of the action</p>	<p>All areas in the region have good conditions for growth. Cooperation and dialogue are the main elements of growth in the region.</p>
<p>Transferability</p>	<p>The clusters are created in the specific economic context of the region of Southern Denmark, where incomes are relatively high. This practice may only be transferable in regions with similar economic characteristics.</p>
<p>Websites</p>	<p>The Growth Forum: www.regionsyddanmark.dk/wm235842 and syddanmark2020.dk/en/ The specialised clusters: Welfare Tech Region www.welfaretechregion.dk Lean Energy Cluster www.leanenergy.dk design2innovate: www.design2innovate.dk Offshore Centre Denmark: www.offshorecenter.dk Lindoe Offshore Renewables Center (LORC):www.lorc.dk Vaeksthus Southern Denmark www.vhsyddanmark.dk</p>



Annexes

Annex 1: useful links & sources of information

MANAGING AUTHORITIES

ERDF Managing Authorities

ec.europa.eu/regional_policy/manage/authority/authority_en.cfm

ESF Managing Authorities

ec.europa.eu/esf/main.jsp?catId=45&langId=en

EARDF Managing Authorities

Links to the Ministries of Agriculture of Member States, candidate countries and potential candidate countries, ec.europa.eu/agriculture/links-to-ministries/index_en.htm

EFF/ EMFF Managing Authorities

List of national fisheries authorities:

ec.europa.eu/fisheries/cfp/eff/apply_for_funding/national_authorities.pdf

Funding possibilities

STRUCTURAL FUNDS

Inforegio website on ERDF:

ec.europa.eu/regional_policy/index_en.cfm

European Commission Directorate-General for Employment, Social Affairs and Inclusion website on ESF: ec.europa.eu/esf/home.jsp?langId=en

INTERREG A: Individual links to the 52 different cross-border programmes:
ec.europa.eu/regional_policy/atlas2007/crossborder/index_en.htm

INTERREG B: links to the 13 transnational programmes:
ec.europa.eu/regional_policy/atlas2007/transnat/index_en.htm

INTERREG IV C: for multi-lateral interregional cooperation of public actors on innovation, knowledge economy, environment and risk prevention issues: www.interreg4c.net

Useful Documents Guide

New Practical Guide to EU funding opportunities for research and innovation - Competitive European regions through research and innovation (European Commission 2012)

Good practices: lists and databases

Small Business Act - Database of good practices: ec.europa.eu/enterprise/policies/sme/best-practices/database/SBA/index.cfm?fuseaction=welcome.detail

INTERREG IVC database: www.interreg4c.eu/findGoodpractices.html

Regional Policy projects database: ec.europa.eu/regional_policy/indexes/project_examples_en.cfm

Regional development projects database: ec.europa.eu/regional_policy/projects/stories/index_en.cfm

Policy learning database: ec.europa.eu/regional_policy/projects/practices/index_en.cfm

Regions for Economic Change initiative:
ec.europa.eu/regional_policy/cooperate/regions_for_economic_change/index_en.cfm

RegioStars Awards: ec.europa.eu/regional_policy/cooperate/regions_for_economic_change/regiostars_en.cfm

ESF database: ec.europa.eu/esf/main.jsp?catId=466&langId=en

Some concrete ESF examples of the help available are given in the document The ESF: supporting entrepreneurs and the self-employed: ec.europa.eu/esf/BlobServletdocId=149&langId=en
 Rural Development Database: enrd.ec.europa.eu/policy-in-action/rdp_view/search/en/search_en.cfm

Rural entrepreneurship gateway: enrd.ec.europa.eu/themes/entrepreneurship/rural-entrepreneurship-gateway/en/rural-entrepreneurship-gateway_en.cfm

EAFRD Projects brochures: enrd.ec.europa.eu/publications-and-media/eafrd-project-brochures/en/eafrd_examples_of_projects_brochure_en.cfm

EFF Good practices: webgate.ec.europa.eu/fpfis/cms/farnet/tools/good-practices

Committee of the Regions' study on the «Implementation of the SBA and entrepreneurship policies at local and regional level» (including good practices):
<http://cor.europa.eu/en/documentation/studies/Documents/SBA-FINAL-REPORT-EN.pdf>

Annex 2: Managing Authorities

In the new programming period, the management of structural funds may in some cases be transferred to other entities. For more detailed and updated information please consult DG Regio's website: ec.europa.eu/regional_policy/manage/authority/authority_en.cfm.

Please note that the following table is published for information purposes, and reflects the current situation at the time of printing. Complete and up-to-date contact details can be found on DG Regio's website.

2.1 ERDF Managing Authorities: complete list with contact details

AT	- NRP ⁴¹	Carinthian Economic Promotion Fund	A-9020 Klagenfurt	
		Reg. Govt. of Lower Austria- Dept. of Spatial Planning & EU Regional Policy	A-3109 St. Pölten	
		Reg. Govt. of Salzburg - Department of Economy, Tourism and Energy	A-5020 Salzburg	
		Reg. Govt. of Styria- Department 14 – Economy and Innovation	A-8020 Graz	
		Reg. Govt. of Tyrol - Department on spatial planning and statistics	A-6020 Innsbruck	
		Reg. Govt. of Upper Austria - Department of Economy	A-4021 Linz	
		Reg. Govt. of Vienna -Department of EU-Strategy and Economic Development	A-1080 Wien	
		Reg. Govt. of Vorarlberg- Dept. of European Affairs & International Relations	A-6900 Bregenz	
		Regionalmanagement Burgenland GmbH - EU-Verwaltungsbehörde	A-7000 Eisenstadt	
		- ETC ⁴²	Amt der Oberösterreichischen Landesregierung - Abteilung Raumordnung - Überörtliche Raumordnung	A-4021 Linz
			City of Vienna- Department for EU Strategy and Economic Development	A-1080 Vienna
			City of Vienna- Department for EU-Strategy and Economic Development	A-1082 Wien
	BE	- NRP	Gouvernement bruxellois	B-1000 Bruxelles
		Gouvernement wallon - Secrétariat général - Département de la Coordination des Fonds structurels	B-5100 Namur (Jambes)	
		Vlaamse Overheid - Agentschap Ondernemen - Afdeling Europa Economie	B-1030 Brussel	
		- ETC	Joint Technical Secretariat	B-4700 Eupen
			POM Antwerpen	B-2018 Antwerpen
			Région Wallonne - Direction pour les Relations extérieures	B-1080 Bruxelles
		- NRP	Council of Ministers	BG-1000 Sofia
			Ministry of Economy&Energy - Directorate «European Funds for Competitiveness»	BG-1046 Sofia
			Ministry of Environment&Water - Directorate “Cohesion Policy for Environment”	BG-1000 Sofia
			Ministry of Environment and Water - Cohesion Policy Directorate	BG-1000 Sofia
BG		Ministry of Regional Development and Public Works - Directorate General 'Program-ming of Regional Development'	BG-1000 Sofia	
		Ministry of Transport - Coordination of Programmes and Projects Directorate	BG-1000 Sofia	
CY	- NRP	Planning Bureau - Directorate of Structural Funds and Cohesion Fund	CY-1409 Nicosia	
CZ	- NRP	Ministry for Regional Development - National Coordination Authority	CZ-110 15 Praha 1	
		Ministry of Education, Youth and Sports	CZ-118 12 Praha 1	
		Ministry of Environment	CZ-100 10 Praha	
		Ministry of Industry and Trade	CZ-112 49 Praha	

41. National and Regional Programmes

42. European Territorial Cooperation

	Ministry of Transport	Nábř. Ludvíka Svobody 1222/12
	Prague City Hall - Department of EU funds	CZ-110 00 Praha 1
	Regional Council of the Central Bohemia Cohesion Region	CZ-150 21 Praha
	Regional Council of the Central Moravia region	CZ-779 00 Olomouc
	Regional Council of the Moravia-Silesia Cohesion Region	CZ-702 00 Ostrava
	Regional Council of the North-East Cohesion Region	CZ-500 04 Hradec Králové
	Regional Council of the North-West Cohesion Region	CZ-400 01 Ústí nad Labem
	Regional Council of the South-East Cohesion Region	CZ-602 00 Brno
	Regional Council of the South-West Cohesion Region	CZ-370 01 České Budějovice
- ETC	Ministry for Reg. Development - Department of European Territorial Cooperation	CZ-110 15 Praha 1
DK - NRP	Danish Authority for Enterprise and Construction	DK-8600 Silkeborg
- ETC	Danish Enterprise and Construction Authority	DK-8800 Viborg
	Joint Technical Secretariat for sub-programme Öresund	DK- 1610 København V
	Region Syddanmark - Regional Udvikling	DK-7100 Vejle
	Sjælland Region - Regional Development and International Relations Department	DK-4180 Sorø
EE - NRP	Ministry of Finance of the Republic of Estonia	EE-15006 Tallinn
- ETC	Estonian Ministry of the Interior	EE-15065 Tallinn
FI - NRP	Government of Åland - Department for Trade and Industry	FIN-AX-22111 Marie- hamn, Åland
	Ministry of Employment and the Economy	FIN-00023 Government
- ETC	Regional Council of Southwest Finland	FIN-20101 Turku
FR - NRP	Mission Europe du secrétaire général pour les affaires régionales (SGAR) - Préfecture de la région Pays de la Loire	F-44035 Nantes Cedex 1
	Préfecture de Région Basse-Normandie	F-14038 Caen Cedex
	Préfecture de la région 'Centre'	
	Préfecture de la région Aquitaine	F-33077 Bordeaux Cedex
	Préfecture de la région Auvergne	F-63033 Clermont- Ferrand Cedex
	Préfecture de la région Bretagne	F-35065 Rennes Cedex 9
	Préfecture de la région Champagne-Ardenne	F-51036 Châlons-en- Champagne Cedex
	Préfecture de la région Corse	F-20188 Ajaccio Cedex 1
	Préfecture de la région Franche-Comté	F-25035 Besançon Cedex
	Préfecture de la région Guadeloupe	F-97109 Basse-Terre Cedex
	Préfecture de la région Haute-Normandie	F-76036 Rouen Cedex
	Préfecture de la région Ile-de-France	F-75700 Paris Cedex 7
	Préfecture de la région Languedoc-Roussillon	F-34062 Montpellier Cedex 2
	Préfecture de la région Limousin	F-87031 Limoges Cedex
	Préfecture de la région Lorraine	F-57034 Metz Cedex 1
	Préfecture de la région Martinique	F-97262 Fort-de-France Cedex

	Préfecture de la région Midi-Pyrénées	F-31038 Toulouse Cedex 9
	Préfecture de la région Nord Pas-de-Calais	2, rue Jacquemars Gielée
	Préfecture de la région Picardie	F-80020 Amiens Cedex 9
	Préfecture de la région Poitou-Charentes	F-86021 Poitiers Cedex
	Préfecture de la région Provence-Alpes-Côte-d'Azur	F-13282 Marseille Cedex 20
	Préfecture de la région Rhône-Alpes	31, rue Mazenod
	Préfecture de la région de La Réunion	F-97405 Saint Denis
	Préfecture de région Guyane	F-97300 Cayenne
	Région Alsace - Direction des Relations Européennes et Internationales	F-67070 Strasbourg Cedex
- ETC	AGILE (Agence de Gestion des Initiatives Locales en matière Européenne)	F-97400 Saint Denis
	Autorités d'INTERREG IV Saarland - Moselle - Lorraine - Westpfalz	F-35026 Rennes
	Conseil Régional Provence-Alpes Côte d'Azur	F-13481 Marseille Cedex 20
	Conseil Régional de La Réunion	F-97719 Saint Denis Cedex 9
	Conseil Régional de la Guyane	F-97307 Cayenne Cedex
	Conseil régional Nord - Pas-de-Calais, Lille, France	F-59555 LILLE Cedex
	Conseil régional de Haute Normandie	F-76174 Rouen Cedex 1
	INTERREG IV West Joint Technical Secretariat	F-59800 Lille
	Ministère du travail, des relations sociales, de la famille, de la solidarité et de la ville - Secrétariat Général du Comité Interministériel des Villes	F-93217 Saint Denis la Plaine CEDEX
	Regional Council of Guadeloupe	F-97100 Basse-Terre
	Secrétariat technique conjoint	F-25031 Besançon
	Secrétariat technique conjoint	F-67070 Strasbourg Cedex
	URBACT	F-93217 Saint-Denis la Plaine CEDEX
DE - NRP	Bayerisches Staatsministerium für Wirtschaft, Infrastruktur, Verkehr&Technologie	D-80525 München
	Behörde für Wirtschaft, Verkehr und Innovation	D-20459 Hamburg
	Bundesministerium für Verkehr, Bau und Stadtentwicklung	D-10115 Berlin
	Bundesministerium für Wirtschaft und Technologie	D-11015 Berlin
	Der Senator für Wirtschaft und Häfen	D-28195 Bremen
	Hessisches Ministerium für Wirtschaft, Verkehr und Landesentwicklung	D-65185 Wiesbaden
	Ministerium Ländlicher Raum	D-70182 Stuttgart
	Ministerium der Finanzen	D-39108 Magdeburg
	Ministerium für Wirtschaft des Landes Brandenburg	D-14473 Potsdam
	Ministerium für Wirtschaft und Wissenschaft	D-66119 Saarbrücken
	Ministerium für Wirtschaft, Arbeit und Technologie des Freistaates Thüringen	D-99105 Erfurt
	Ministerium für Wirtschaft, Arbeit, Verkehr und Technologie des Landes Schleswig-Holstein	D-24171 Kiel
	Ministerium für Wirtschaft, Bau und Tourismus Mecklenburg-Vorpommern	D-19053 Schwerin
	Ministerium für Wirtschaft, Verkehr, Landwirtschaft und Weinbau Rheinland-Pfalz	D-55116 Mainz

	Niedersächsisches Ministerium für Wirtschaft, Arbeit und Verkehr	D-30159 Hannover
	Promotion of the European economy and labour market	D-30001 Hanover
	Senatsverwaltung für Wirtschaft, Technologie und Frauen	D-10820 Berlin
	Staatskanzlei Mecklenburg-Vorpommern	D-19053 Schwerin
	Sächsisches Staatsministerium für Wirtschaft, Arbeit und Verkehr	D-01073 Dresden
	Thüringer Ministerium für Wirtschaft, Arbeit und Technologie	Max-Reger-Straße 4-8
	Ministerium für Wirtschaft, Energie, Bauen, Wohnen und Verkehr des Landes Nord-rhein-Westfalen	D-40213 Düsseldorf
- ETC	Bavarian State Ministry for Economics, Infrastructure, Transport and Technology	D-80525 München
	Investitionsbank Schleswig-Holstein - Joint Technical Secretariat Rostock	D-18055 Rostock
	Joint Technical Secretariat - Entwicklungsagentur Nord GmbH	D-24941 Flensburg
	Ministerium für Wirtschaft, Arbeit und Tourismus Mecklenburg-Vorpommern - Abteilung 2 Referat 250, Europäische territoriale Zusammenarbeit INTERREG	D-19053 Schwerin
	Ministerium für Wirtschaft, Energie, Bauen, Wohnen und Verkehr des Landes Nord-rhein-Westfalen	D-40213 Düsseldorf
	Regierungspräsidium Tübingen	D-72072 Tübingen
EL - NRP	National Strategic Reference Framework for Greece - Special Secretariat	EL-10180 Athens
	Special Managing Service of the O.P. «Competitiveness and Entrepreneurship»	EL-115 27 Athens
	Special Managing Service of the O.P. «Digital Convergence»	EL-105 62 Athens
	Special Managing Service of the O.P. «Environment – Sustainable Development»	EL-115 27 Athens
	Special Managing Service of the O.P. «Reinforcement of Accessibility»	EL-114 71 Athens
	Special Managing Service of the O.P. «Technical Assistance»	EL-105.57 Athens
	Special Managing Service of the Regional Operational Programmes	EL-101 80 Athens
	ΥΠΕΧΟΔΕ (Ministry for the Environment, Physical Planning and Public Works) - Secretary General	
	ΥΠΟΥΡΓΕΙΟ ΑΝΑΠΤΥΞΗΣ, ΑΝΤΑΓΩΝΙΣΤΙΚΟΤΗΤΑΣ ΚΑΙ ΝΑΥΤΙΛΙΑΣ	EL-101 80 Αθήνα
HU - NRP	Directorate General M.A. for the Public - Administration Reform Programme of the National Development Agency	HU-1077 Budapest
	General Directorate M.A. for Transport of the National Development Agency	HU-1077 Budapest
	M.A. for Economic Development Programmes - General Directorate of the National Development Agency	HU-1077 Budapest
	National Development Agency – M.A. of Regional Operational Programmes	HU-1077 Budapest, VII.
- ETC	Joint Technical Secretariat	HU-1016 Budapest
	National Development Agency	HU-1077 Budapest
	National Development Agency	HU-1133 Budapest
	National Development Agency Authority - International Cooperation Programmes	HU-1077 Budapest
IE - NRP	Border, Midland and Western Regional Assembly	
	Southern and Eastern Regional Assembly	IRL- Co. Waterford
- ETC	Southern and Eastern Regional Assembly	
IT - NRP	Autorità di gestione, FESR – Programma regionale operativo per la Sardegna - Assessorato della Programmazione, Bilancio, Credito e Assetto del Territorio - Centro Regionale di Programmazione	I-09123 Cagliari
	Bagnolifutura S.p.A. di Trasformazione Urbana	I-80124 Napoli
	Directorate-General for Economic Development	I-50127 Firenze
	Direzione Centrale Relazioni Internazionali - Servizio Politiche Comunitarie	I-34132 Trieste

	Direzione Programmazione Economica e Partecipazione	I-00147 Roma
	Direzione Programmi Comunitari	I-30125 Venezia
	Dirigente del Settore Programmazione e Politiche Comunitarie - Direzione Generale Programmazione e Finanza	I-70126 Bari
	Regional Operational Programme for Sardegna - Assessorato della Programmazione, Bilancio, Credito e Assetto del Territorio Centro Regionale di Programmazione	I-09123 Cagliari
	Ministero dell'Università e della Ricerca	I-00144 Roma
	Ministero della Pubblica Istruzione	I-00153 Roma
	Ministero delle Infrastrutture e dei Trasporti	I-00161 Roma
	Ministero dello Sviluppo Economico - PON Governance e AT FESR - Dipartimento per lo Sviluppo e la Coesione Economica - DG per la Politica Regionale Unitaria Comunitaria	I-00187 Roma
	Piccola Media Impresa e Cooperazione - Unità Organizzativa Competitività del Sistema delle Imprese della Direzione Generale Industria	I-20124 Milano
	Presidenza Regione Siciliana - Dipartimento della Programmazione	I-90139 Palermo
	Presidenza della Giunta Regionale - Area di Coordinamento delle Politiche Comunitarie	I-70122 Bari
	Provincia Autonoma di Bolzano	I-39100 Bolzano
	Provincia autonoma di Trento - Servizio rapporti comunitari e sviluppo locale	I-38100 Trento
	Region of Abruzzo -International Affairs Department	I-67100 L'Aquila
	Regione Basilicata-Autorità di Gestione del POR Basilicata FESR	I-75100 Potenza
	Regione Calabria - Dipartimento Programmazione Nazionale e Comunitaria	I-88100 Catanzaro
	Regione Emilia-Romagna - Direzione generale Attività Produttive, Commercio e Turismo	I-40127 Bologna
	Regione Liguria-Autorità di Gestione del POR Liguria FESR	I-16121 Genova
	Regione Marche	I-60125 Ancona
	Regione Molise-Autorità di Gestione del POR Molise FESR	I-86100 Campobasso
	Regione Piemonte	I-10152 Torino
	Regione Umbria - Giunta regionale - Area della Programmazione regionale	I-06124 Perugia
	Regione autonoma Valle d'Aosta - Servizio programma per lo sviluppo regionale	I-11100 Aosta
- ETC	Provincia Autonoma di Bolzano- Ripartizione Affari Comunitari - Ufficio integrazione European Commission	I-39100 Bolzano
	Regione Friuli Venezia Giulia - DCRICAL- Servizio Rapporti Comunitari ed Integrazione europea	I- Trieste
	Regione Piemonte - Direzione A14 - Opere pubbliche, Difesa del suolo, Economia montana e foreste	I-10128 Torino
	Regione Siciliana- Ufficio Speciale per la cooperazione decentrata allo sviluppo e alla solidarietà internazionale	I-90100 Palermo
	Servizio Attività Internazionali- Regione Toscana	I- Firenze
	Servizio Attività Internazionali - International Affairs Directorate	I-67100 L'Aquila
	Ufficio Infrastrutture, impianti e Cooperazione Transfrontaliera - DG Giovani, sport e promozione attività turistica	I-20124 Milan
LV - NRP	Ministry of Finance	LV-1919 Riga
- ETC	Ministry of Environmental Protection & Regional Development	LV-1050 Riga
LT - NRP	Ministry of Finance of the Republic of Lithuania	LT-01512 Vilnius
- ETC	Ministry of Interior of the Republic of Lithuania - Regional Policy Department	LT-01510 Vilnius

LU	- NRP	Ministre de l'Economie et du Commerce Extérieur	L-2914 Luxembourg
	- ETC	ESPOC Coordination Unit	L-4221 Esch-sur-Alzette
		Ministère de l'Intérieur et de l'Aménagement du Territoire	L-2341 Luxembourg
MT	- NRP	Planning and Priorities Coordination Department - Office of the Prime Minister	MT-VLT 1210 Valletta
NL	- NRP	College van B&W Gemeente Rotterdam	NL-3000 KP Rotterdam
		Provincie Gelderland Europees Programmasecretariaat -Afdeling Subsidieverlening	NL-6800 GX Arnhem
		Provincie Noord-Brabant	NL-5200 MC 's-Hertogenbosch
		Samenwerkingsverband Noord-Nederland (SNN)	NL-9700 AT Groningen
	- ETC	Stichting Euregio Maas-Rhein	NL-6202 Maastricht
PL	- NRP	Council of the Kujawsko-Pomorskie voivodship - Marshal's Office	PL-87-100 Torun
		Council of the Lubelskie Voivodeship - Marshal's Office	PL-20-074 Lublin
		Council of the Mazowieckie voivodship - Marshal's Office	PL-03-719 Warszawa
		Council of the Podkarpackie voivodship - Marshal's Office	PL-35-010 Rzeszów
		Council of the Podlaskie Voivodeship - Marshal's Office	PL-15-888 Białystok
		Council of the Pomorskie voivodship - Marshal's Office	PL-80-810 Gdańsk
		Council of the Łódzkie Voivodeship - Marshal's Office	PL-90-051 Łódź
		Council of the Świętokrzyskie voivodship - Marshal's Office	PL-25-516 Kielce
		Department of the regional development - Marshal's Office	PL-50-411 Wrocław
		Lubuskie Region Management Board - Marshal's Office of the Lubuskie Region	PL-65-057 Zielona Góra
		Marshal's Office of the Opolskie voivodship	PL-45-082 Opole
		Marshal's Office of the Warminsko-Mazurskie voivodship	PL-10-562 Olsztyn
		Małopolska Region Management Board - Marshal's Office	PL-31-156 Kraków
		Ministry of Regional Development	PL-00-926 Warszawa
		The Board of the Wielkopolska Region - Marshal's Office	PL-61-713 Poznań
		Zachodniopomorskie region Management Board - Marshal's Office	PL-70-540 Szczecin
		Śląskie region Management Board - Marshal's Office of the Slaskie voivodship	PL-40-037 Katowice
	- ETC	Ministry of Regional Development - Territorial Cooperation Department	PL-00-926 Warsaw
PT	- NRP	«Factores de Competitividade» Operational Programme	P-P-1998-014 Lisboa
		Inspecção-Geral de Finanças (IGF)	P-1199-005 Lisboa
		Instituto Financeiro para o Desenvolvimento Regional (IFDR, IP)	P-1149-030 Lisboa
		Instituto de Desenvolvimento Empresarial da Região Autónoma da Madeira (IDE-RAM)	P-9000-060 Funchal
		Programa Operacional Factores de Competitividade (COMPETE)- Comissão Directiva	P-1169-028 Lisboa
		Programa Operacional Regional da Madeira (INTERVIR +)- Instituto de Desenvolvimento Regional	P-9000-715 Funchal
		Programa Operacional Regional de Lisboa (PORLisboa) - Comissão de Coordenação e Desenvolvimento Regional de Lisboa e Vale do Tejo	P-1269-145 Lisboa
		Programa Operacional Regional do Alentejo (INALENTEJO) - Comissão de Coordenação e Desenvolvimento Regional do Alentejo	P-7004-514 Évora
		Programa Operacional Regional do Algarve (ALGARVE 21) - Comissão de Coordenação e Desenvolvimento Regional do Algarve	P-8000-164 Faro

	Programa Operacional Regional do Centro (MAIS CENTRO) - Comissão de Coordenação e Desenvolvimento Regional do Centro	P-3000-069 Coimbra
	Programa Operacional Regional do Norte (ON 2) - Comissão de Coordenação e Desenvolvimento Regional do Norte	P-4150-304 Porto
	Programa Operacional Temático Valorização do Território (POVT)	P-1998-014 Lisboa
	Programa Operacional dos Açores para a Convergência (PROCONVERGÊNCIA) - Direcção Regional do Planeamento e Fundos Estruturais - DRPFE	P-9701-853 Angra do Heroísmo
- ETC	Comissão de Coordenação e Desenvolvimento Regional do Norte (CCDR-N)	P-4150-034 Porto
RO - NRP	Ministerul Transporturilor si Infrastructurii - Directia Generala Relatii Financiare Externe - Autoritatea de Management pentru Programul Operational Sectorial de Transport	RO-010873 Bucharest
	Ministry of Economy, Trade & Business Environment –Sector 1	RO-010096 Bucharest
	Ministry of Environment and Forests - Sector 5	RO- Bucharest
	Ministry of European Affairs	RO- Bucureşti
	Ministry of Public Finance	
	Ministry of Regional Development and Tourism - Sector 5	
	Ministry of Transportation and Infrastructure - Sector 1	RO-010873 Bucharest
- ETC	Ministry of Development, Public Works and Housing	RO-050741 Bucharest
SK - NRP	Ministerstvo hospodarstva	SK-827 15 Bratislava
	Ministry of Agriculture and Rural Development	SK-825 25 Bratislava
	Ministry of Agriculture and Rural Development	SK-825 25 Bratislava 26
	Ministry of Construction and Regional Development	SK-825 25 Bratislava
	Ministry of Health of the Slovak Republic - Unit for Structural Funds	SK-837 52 Bratislava
	Ministry of Transport, Construction and Regional Development	SK-810 05 Bratislava
	Ministry of the Environment	SK-812 35 Bratislava
	Office of Government of the Slovak Republic	SK-813 70 Bratislava
- ETC	Bratislava Self-governing Region	SK-820 05 Bratislava 25
	Ministry for Agriculture & Rural Development - Agency for Reg. Dev. Support	SK-825 25 Bratislava
SI - NRP	Government Office for Local Self-Government and Regional Policy	SI-1000 Ljubljana
	Služba Vlade Republike Slovenije za lokalno samoupravo in regionalno politiko	SI-1000 Ljubljana
- ETC	Government Office for Local Self-Government and Regional Policy	SI-1000 Ljubljana
	Government office for Local Self-Government and Regional Policy - Managing Authority for Operational Programme 'Slovenia - Hungary'	SI-2000 Maribor
	Služba Vlade Republike Slovenije za lokalno samoupravo in regionalno politiko	SI-1000 Ljubljana
ES - NRP	Aguas de las Cuencas Mediterráneas (ACUAMED) - Dirección de Administración y Finanzas	E-46000 Valencia
	Ministerio de Economía y Hacienda -Dirección General de Fondos Comunitarios, Subdirección General de Administración del FEDER	E-28071 Madrid
	Ministerio de Economía y Hacienda - Dirección General de Fondos Comunitarios, Subdirección General de Fondo de Cohesión y Cooperación Territorial Europea	E-162. 28046 Madrid
	Ministerio de Economía y Hacienda - Madrid, España - Dirección General de Fondos Comunitarios, Subdirección General de Administración del FEDER	E-28071 Madrid
	Subdirección General de Fondo de Cohesión y Cooperación Territorial Europea	E-162. 28046 Madrid
- ETC	CONSORCIO CTP	E-22700 Jaca
	Dirección General de Economía, Gobierno de Cantabria	E-39003 Santander

	Dirección General de Planificación y Presupuesto del Gobierno de Canarias - Joint Technical Secretariat	E-35007 Las Palmas de Gran Canaria
SE -NRP	The County Administrative Board of Jämtland (Länsstyrelsen i Jämtland)	S-831 86 Östersund
	Tillväxtverket (Swedish Agency for Economic and Regional Growth)	S-201 20 Malmö
	Tillväxtverket	S-701 45 Örebro
	Tillväxtverket	S-550 02 Jönköping
	Tillväxtverket	S-97128 Lulea
	Tillväxtverket	S-4044 Stockholm
	Tillväxtverket	S-801 05 Gävle
	Tillväxtverket	S-97128 Lulea
	Tillväxtverket	S-831 03 Östersund
	Tillväxtverket	S-404 26 GÖTEBORG
- ETC	Joint Technical Secretariat for sub-programme Kattegatt-Skagerrak	S-5-434 22 Kungsbacka
	Swedish Agency for Economic and Regional Growth	S-5-201 20 Malmö
	The County Administrative Board of Jämtland (Länsstyrelsen i Jämtland)	S-831 86 Östersund
	The County Administrative Board of Norrbotten (Länsstyrelsen i Norrbotten)	S-971 86 Luleå
	The County Administrative Board of Västerbotten	S-901 86 Umeå
UK - NRP	Cornwall and the Isles of Scilly Convergence Programme - ERDF Secretariat, Department for Communities and Local Government (DCLG)	UK-TR1 2JD Truro, Cornwall
	Department for Communities and Local Government	UK-B3 2PW Birmingham
	Department for Communities and Local Government	Bressenden Palace, London
	Department for Communities and Local Government	UK-NE1 4WH Newcastle upon Tyne
	Department for Communities and Local Government	UK-GU1 1YA Guildford
	Department for Communities and Local Government (DCLG) - ERDF Secretariat	UK-EX4 4UD Exeter
	Department of Enterprise, Trade and Investment - European Programmes	Massey Avenue
	European Policy & Programmes Team-East Midlands Development Agency (emda)	UK-NG2 4LA Nottingham
	England (all ERDF Programmes) - Communities and Local Government (CLG)	UK-SW1E 5DU London
	Gibraltar -European Union Programmes Secretariat - EU&International Department	UK- Gibraltar
	Greater London Authority - European Programmes Management Unit	UK-SE1 2AA London
	Highlands and Islands of Scotland - HIPP	UK-IV3 5 SQ Scotland
	Lowlands & Uplands of Scotland - ESEP	UK-KY11 1NZ Scotland
	Northwest Regional Development Agency	UK-WA1 1XB Cheshire
	One North East (Regional Development Agency)	UK-NE15 8NY Newcastle Upon Tyne
	Welsh European Funding Office	UK- Wales

2.2 ESF Managing Authorities: complete list with contact details

In the new programming period, the management of structural funds may in some cases be transferred to other entities. For more detailed and updated information please consult DG Employment's website: ec.europa.eu/esf/main.jsp?catId=45&langId=en

Please note that the following table is published for information purposes, and reflects the current situation at the time of printing. Complete and up-to-date contact details can be found on DG Employment's website.

AT	Bundesministerium für Arbeit, Soziales und Konsumentenschutz	A-1010 Vienna
BE	The Flemish-Speaking Community of Belgium Agentschap Vlaanderen vzw	B-1000 Brussel
	The French-Speaking Community of Belgium Communauté française Agence FSE	B-1060 Bruxelles
	Région Bruxelles-CapitaleActiris, Office régional bruxellois de l'emploi	B-1000 Bruxelles
	Ministry of the German-Speaking Community of Belgium	1B-4700 Eupen
	SPP Intégration Sociale - FSE	B-1000 Brussels
BG	EU Funds, Int. Programmes & Projects - D-G Ministry of Labour & Social Policy	BG-1051 Sofia
	Operational Programme - Administrative Capacity Directorate	BG -1040 Sofia
CY	Planning Bureau	
CZ	Ministry of Labour and Social Affairs Department for ESF Management	CZ-128 01 Praha 2
DK	The National Agency for Enterprise and Construction	
EE	Haridus- ja Teadusministeerium	EE-50088 Tartu
FI	Ministry of Employment and the Economy - Työ- ja elinkeinoministeriö	
FR	Ministry of Economy, Industry and Employment - ESF Sub-Directorate	
DE	Bundesministerium für Arbeit und Soziales - Gruppe Soziales Europa	D-53123 Bonn
EL	ESF Actions Co-ordination and Monitoring Authority (EYSEKT)	
HU <i>Dr Tamás Palicz</i>	Head of Human Resources Programmes M.A. National Development Agency	
IE <i>Mr.Vincent Landers</i>	ESF Policy and Operations Unit - Department of Education & Skills	Dublin 1
IT	Ministry of Labour & Social Policies-D-G for Vocational Guidance & Training Policies	I-00192 Roma
LV <i>Ms. Kristīne Dortāne</i>	Head of EU Financial Assistance & ESF Division Ministry of Finance EU Funds Dept.	LV-1919 Rīga
LT	Ministry of Finance	
LU <i>Ms Patrice Furlani</i>	Autorité de Gestion FSE Département Emploi du Ministère du Travail et de l'Emploi	LU-2939 Luxembourg
MT	Managing Authority of the ESF programme OPM PPCD	Valletta CMR 02
NL	Ministerie van Sociale Zaken en Werkgelegenheid	NL-2595 AN Den Haag
PL <i>Ms.Agata Krzewińska</i>	Department for ESF Management - Ministry of Regional Development	Warsaw
<i>Ms Sylwia Kowalczyk</i>	Department for ESF Management - Ministry of Regional Development	Warsaw
PT	European Social Fund Management Institute	P-1250-066 Lisboa

RO	M.A. for the Sectoral Operational Programme- Human Resources Development	cod 011158, Bucharest - Romania
	M.A. for the Operational Programme Administrative Capacity Development	Bucharest - Romania
SK	OP Education, Ministry of Education	
	OP Employment & Social Inclusion Ministry of Labour, Social Affairs and Family	SK-816 43 Bratislava
SI <i>Ms Mateja Čepin</i>	Director of EU Cohesion Policy Department - Government Office for Local Self-Government and Regional Policy	SI-1000 Ljubljana
ES	Ministry of Labour and Social Affairs -European Social Fund Unit	E-28009 Madrid
SE	Swedish ESF Council - Radet for Europeiska socialfonden i Sverige	Sweden
UK - Wales	Welsh European Funding Office (WEFO) - Welsh Assembly Government	CF48 1UZ
England <i>Mr James Ritchie</i>	Department for Work and Pensions -European Social Fund Division	Sheffield S1 2GQ
Scotland <i>Mr Gordon McLaren</i>	(Lowlands and Uplands Programme) ESEP Ltd.	Inverkeithing Fife, KY11 1NZ
Scotland <i>Mr Dennis Malone</i>	(Highlands and Islands Programme) HIPP Ltd.	Inverness, IV3 5SQ
Northern Ireland	N.Ireland ESF Programme 2007-13 M.A. Unit Dept. for Employment & Learning	Belfast BT2 8FD

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