

## PART A – Project summary

### A.1 Project identification

<b>Project title</b>	<input type="text" value="SMEs powering a low carbon future"/>			33 / 300 characters
<b>Project acronym</b>	<input type="text" value="SME POWER"/>			9 / 22 characters
<b>Name of the lead partner organisation in English</b>	<input type="text" value="Resources Recovery Regional Agency"/>			
<b>Specific objective</b>	<input type="text" value="3.1. Improving low-carbon economy policies"/>			
<b>Project duration</b>	<b>Phase 1</b>	<b>Duration</b>	<input type="text" value="36 Months"/>	<b>Project start date</b>
				<input type="text" value="01/08/2019"/>
	<b>Phase 2</b>	<b>Duration</b>	<input type="text" value="12 Month"/>	
	<b>Total No. months</b>		<input type="text" value="48"/>	

### A.2 Project abstract

SMEs form the backbone of the economy, however, their potential for energy efficiency and renewable energy use remains untapped. The huge number of SMEs operating across the EU means that a change in their energy behaviour is an essential part of the shift to a low carbon economy. The specific target of SME POWER are non-energy intensive SMEs: a silent majority that does not yet recognise the benefits of committing to this shift. SME POWER's overall aim is to ensure that public policy for the low carbon economy is better adapted to the needs of non-energy intensive SMEs, thus enabling them to be a key driver in the low carbon shift at European level.

A driver thanks to improved energy conditions in their buildings and processes. A driver thanks to their role as a multiplier when developing more energy efficient products. A driver thanks to the positive examples set for workers when investing in capacity building measures. These 3 drivers for change are at the core of the SME POWER learning activities.

As European policy makers approach the complex world of support for low carbon SMEs from different angles, interregional cooperation is key to identifying good practices that can be integrated, merged and adapted.

SME POWER's partnership gathers complementary experiences and builds on a shared vision. Policy support must be designed with a synergic approach, promoting measures that target all the drivers for change.

SME POWER groups 7 policy partners, improving 5 ERDF and 1 national policy instruments and it welcomes 1 Advisory Partner.









Thanks to the design and implementation of an Action Plan for policy improvement, SME POWER achieves reduced emissions and increased use of renewables in non-energy intensive SMEs. SME POWER places itself at the centre of a shift from support to low carbon public sector towards the private sector. If supported by effective policies, as encouraged by SME POWER, SMEs can become a driver to reaching the ambitious EU 2030 energy targets.

1,997 / 2,000 characters

### A.3 Project budget summary

Programme Funding			Partner Contributions			Total Budget	
	Amount	Funding Rate	Public Contribution	Private Contribution	Total Contribution		
ERDF	<input type="text" value="1,275,676.80"/>	<input type="text" value="83.93 %"/>	<input type="text" value="203,663.70"/>	<input type="text" value="40,527.50"/>	<input type="text" value="244,191.20"/>	Total eligible to ERDF	<input type="text" value="1,519,868.00"/>
Norway	<input type="text" value="0.00"/>	<input type="text" value="0.00 %"/>	<input type="text" value="0.00"/>	<input type="text" value="0.00"/>	<input type="text" value="0.00"/>	Total Norway	<input type="text" value="0.00"/>
INTERREG Europe	<input type="text" value="1,275,676.80"/>	<input type="text" value="83.93 %"/>	<input type="text" value="203,663.70"/>	<input type="text" value="40,527.50"/>	<input type="text" value="244,191.20"/>	Total INTERREG Europe	<input type="text" value="1,519,868.00"/>
						Other Funding	<input type="text" value="0.00"/>
						Grand Total	<input type="text" value="1,519,868.00"/>

#### A.4 Overview of project partners

N°	Organisation	Country	Partner Budget		
			Programme Funding	Partner Contribution	Total
1-LP	Resources Recovery Regional Agency	 IT	366,416.30	64,661.70	431,078.00
2-AP	European Institute for Innovation - Technology e.V.	 DE	121,582.50	40,527.50	162,110.00
3-PP	Local Energy Agency Spodnje Podravje	 SI	104,227.00	18,393.00	122,620.00
4-PP	Durham County Council	 UK	159,902.00	28,218.00	188,120.00
5-PP	Regional public Energy entity of Castilla y León	 ES	147,636.50	26,053.50	173,690.00
6-PP	Sustainable Energy Authority of Ireland	 IE	121,741.25	21,483.75	143,225.00
7-PP	Innovation & Management Centre Clg Ta Westbic	 IE	91,107.25	16,077.75	107,185.00
8-PP	Heinola City	 FI	163,064.00	28,776.00	191,840.00

#### Lead partner confirmation

By submitting the application form the lead partner hereby confirms that:

- The information provided in this application is accurate and true to the best knowledge of the lead partner.
- The project is in line with the relevant EU and national legislation and policies of the countries involved.
- The lead partner and the project partners will act according to the provisions of the relevant national and EU regulations, especially regarding structural funds, public procurement, state aid, environment and equal opportunities, as well as the specific provisions of the programme.
- No expenditure related to the above mentioned project has been, is or will be funded by any other EU funded programme, except for partners that do not receive funding directly from the Interreg Europe programme.

## PART B – Partnership

### B.1 Partner's details

#### Partner 1

Partner role in the project	<input type="text" value="Lead partner"/>		
Name of organisation in original language	<input type="text" value="Agenzia Regionale Recupero Risorse"/>		
	34 / 200 characters		
Name of organisation in English	<input type="text" value="Resources Recovery Regional Agency"/>		
	34 / 200 characters		
Department/unit/division (if applicable)	<input type="text"/>		
	0 / 200 characters		
Legal status	<input type="text" value="Public body or body governed by public law"/>	Type of partner	<input type="text" value="Agency (different from business support organis"/>
Address	<input type="text" value="Via di Novoli, 26"/>		
	17 / 200 characters		
Town	<input type="text" value="Firenze"/>	Postal code	<input type="text" value="50127"/>
	7 / 200 characters		5 / 200 characters
Country	<input type="text" value="Italy (ITALIA )"/>		
NUTS 1 level	<input type="text" value="CENTRO (IT)"/>		
NUTS 2 level	<input type="text" value="Toscana"/>		
NUTS 3 level	<input type="text" value="Firenze"/>		
Legal representative	<input type="text" value="Marco Meacci"/>		
	12 / 200 characters		
Contact person 1	<input type="text" value="Roberto Bianco"/>		
	14 / 200 characters		
Phone office	<input type="text" value="00390586200007"/>	Mobile (optional)	<input type="text"/>
	14 / 200 characters		0 / 200 characters
Email	<input type="text" value="roberto.bianco@arr.it"/>	Website (optional)	<input type="text" value="www.arr.it"/>
	22 / 200 characters		11 / 200 characters
Contact person 2 (optional)	<input type="text" value="Susanna Ceccanti"/>		
	16 / 200 characters		
Phone (optional)	<input type="text" value="00390586887380"/>	Email (optional)	<input type="text" value="susanna.ceccanti@arr.it"/>
	14 / 200 characters		24 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	<input type="text" value="No"/>		
Partnership from	<input type="text" value="01/08/2019"/>	Partnership until	<input type="text" value="31/07/2023"/>

## Partner 2

<b>Partner role in the project</b>	<input type="text" value="Advisory partner"/>		
<b>Name of organisation in original language</b>	<input type="text" value="Europäisches Institut für Innovation - Technologie e.V."/>		
	55 / 200 characters		
<b>Name of organisation in English</b>	<input type="text" value="European Institute for Innovation - Technology e.V."/>		
	51 / 200 characters		
<b>Department/unit/division (if applicable)</b>	<input type="text"/>		
	0 / 200 characters		
<b>Legal status</b>	<input type="text" value="Body governed by private law (only non-profit!)"/>	<b>Type of partner</b>	<input type="text" value="Other"/>
<b>Please specify other type</b>	<input type="text" value="Institute for Innovation"/>		
<b>Address</b>	<input type="text" value="Universitätspark 1/1"/>		
	20 / 200 characters		
<b>Town</b>	<input type="text" value="Schwäbisch Gmünd"/>	<b>Postal code</b>	<input type="text" value="73525"/>
	16 / 200 characters		5 / 200 characters
<b>Country</b>	<input type="text" value="Germany (DEUTSCHLAND )"/>		
<b>NUTS 1 level</b>	<input type="text" value="BADEN-WÜRTTEMBERG"/>		
<b>NUTS 2 level</b>	<input type="text" value="Stuttgart"/>		
<b>NUTS 3 level</b>	<input type="text" value="Schwäbisch Hall"/>		
<b>Legal representative</b>	<input type="text" value="Sebastian Carl"/>		
	14 / 200 characters		
<b>Contact person 1</b>	<input type="text" value="Chris Ashe"/>		
	10 / 200 characters		
<b>Phone office</b>	<input type="text" value="49 4791 82049-0"/>	<b>Mobile (optional)</b>	<input type="text" value="44(0)7852669277"/>
	15 / 200 characters		15 / 200 characters
<b>Email</b>	<input type="text" value="c.ashe@eifi.eu"/>	<b>Website (optional)</b>	<input type="text" value="www.eifi.eu"/>
	14 / 200 characters		11 / 200 characters
<b>Contact person 2 (optional)</b>	<input type="text" value="Benjamin Daumiller"/>		
	18 / 200 characters		
<b>Phone (optional)</b>	<input type="text" value="49 7171 7989610"/>	<b>Email (optional)</b>	<input type="text" value="b.daumiller@eifi.eu"/>
	15 / 200 characters		19 / 200 characters
<b>Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)</b>	<input type="text" value="No"/>		
<b>What are the partner's competences and experiences in the issue addressed by the project?</b>	<p>The European Institute for Innovation - Technology is a part of the Pan European Organisation of The European Institute for Innovation (Eifi). Eifi supports regions to adapt in response to the fast pace of development, thus making them more competitive. The Eifi - Tech through its national, regional and transnational work, acts as a stimulator for economic activity, primarily dedicated to technological advances, including the energy efficiency field. Its purpose is to create new employment and business opportunities that meet the demands of regional communities. Under the umbrella of the Eifi, Eifi-Tech have successfully worked on numerous EU and national projects. Their experienced staff includes researchers, educationalists, industrialists, communication experts and IT specialists. The Eifi-Tech has significant experience that can foster quadruple helix cooperation among regional stakeholders to design new strategies, legislation, communication tools and standards towards a low carbon society. The Eifi has extensive experience in capacity building in the field of energy efficiency, including a specific focus on the construction industry.</p> <p>The Eifi-Tech is currently an Advisory Partner in an Interreg Europe approved project (2nd call), VIOLET, focused on energy efficiency in traditional and historical buildings, which will provide additional experience.</p> <p>The partner is experienced in designing innovative communication strategies, including a focus on energy and stakeholders</p>		
	1,499 / 1,500 characters		

**What is the organisation's role in the project?**

The Elfi-Tech is the SME POWER Communication Manager. In this role, they are in charge of designing, promoting partners' engagement in, implementing and monitoring activities described in Section C5 and in the work plan. Elfi-Tech activates its networks and contacts at EU level and supports partners in stakeholder engagement (including provision of a Stakeholder Matrix Tool) and in implementing successful strategies to communicate to wider target groups.

In addition, Elfi-Tech will provide expert support in activities related to one specific SME Driver identified in the project: providing a positive example through capacity building for a mind shift. They will help partners to understand this driver and will be able to bring in expertise and examples from their wide local, national and transnational networks concerned with energy matters. They will have an important role in the seminar (Semester 5) related to this topic, providing thematic input, defining partner input, facilitating and drawing out recommendations that can support partners' policy actions at territorial level.

Finally, Elfi-Tech will provide horizontal support across the exchange of experience process. Using thematic and project experience, in each project step they can support partners exchange experiences identifying and sharing good practices to improve the capacity of public authorities to undertake policy change that supports SMEs to adapt to new standards of modern energy consumption and generation.

1,497 / 1,500 characters

Partnership from

01/08/2019

Partnership until

31/07/2023

### Partner 3

<b>Partner role in the project</b>	<input type="text" value="Partner"/>		
<b>Name of organisation in original language</b>	<input type="text" value="Lokalana energetska agentura Spodnje Podravje"/>		
	45 / 200 characters		
<b>Name of organisation in English</b>	<input type="text" value="Local Energy Agency Spodnje Podravje"/>		
	36 / 200 characters		
<b>Department/unit/division (if applicable)</b>	<input type="text"/>		
	0 / 200 characters		
<b>Legal status</b>	<input type="text" value="Public body or body governed by public law"/>	<b>Type of partner</b>	<input type="text" value="Agency (different from business support organis"/>
<b>Address</b>	<input type="text" value="Presernova ulica 18"/>		
	19 / 200 characters		
<b>Town</b>	<input type="text" value="Ptuj"/>	<b>Postal code</b>	<input type="text" value="2250"/>
	4 / 200 characters		4 / 200 characters
<b>Country</b>	<input type="text" value="Slovenia (SLOVENIJA)"/>		
<b>NUTS 1 level</b>	<input type="text" value="SLOVENIJA"/>		
<b>NUTS 2 level</b>	<input type="text" value="Vzhodna Slovenija"/>		
<b>NUTS 3 level</b>	<input type="text" value="Podravska"/>		
<b>Legal representative</b>	<input type="text" value="Janez Petek"/>		
	11 / 200 characters		
<b>Contact person 1</b>	<input type="text" value="Tea O. Potocnik"/>		
	15 / 200 characters		
<b>Phone office</b>	<input type="text" value="00386 5 99 74 658"/>	<b>Mobile (optional)</b>	<input type="text" value="00386 31 376 060"/>
	17 / 200 characters		16 / 200 characters
<b>Email</b>	<input type="text" value="tea.potocnik@lea-ptuj.si"/>	<b>Website (optional)</b>	<input type="text" value="http://www.lea-ptuj.si/"/>
	24 / 200 characters		23 / 200 characters
<b>Contact person 2 (optional)</b>	<input type="text" value="Roman Kekec"/>		
	11 / 200 characters		
<b>Phone (optional)</b>	<input type="text" value="00386 5 99 74 658"/>	<b>Email (optional)</b>	<input type="text" value="roman.kekec@lea-ptuj.si"/>
	17 / 200 characters		23 / 200 characters
<b>Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)</b>	<input type="text" value="No"/>		
<b>Partnership from</b>	<input type="text" value="01/08/2019"/>	<b>Partnership until</b>	<input type="text" value="31/07/2023"/>

#### Partner 4

<b>Partner role in the project</b>	<input type="text" value="Partner"/>		
<b>Name of organisation in original language</b>	<input type="text" value="Durham County Council"/>		
	21 / 200 characters		
<b>Name of organisation in English</b>	<input type="text" value="Durham County Council"/>		
	21 / 200 characters		
<b>Department/unit/division (if applicable)</b>	<input type="text"/>		
	0 / 200 characters		
<b>Legal status</b>	<input type="text" value="Public body or body governed by public law"/>	<b>Type of partner</b>	<input type="text" value="Local public authority"/>
<b>Address</b>	<input type="text" value="County Hall"/>		
	11 / 200 characters		
<b>Town</b>	<input type="text" value="Durham"/>	<b>Postal code</b>	<input type="text" value="DH1 5UQ"/>
	6 / 200 characters		7 / 200 characters
<b>Country</b>	<input type="text" value="United Kingdom (UNITED KINGDOM)"/>		
<b>NUTS 1 level</b>	<input type="text" value="NORTH EAST (ENGLAND)"/>		
<b>NUTS 2 level</b>	<input type="text" value="Tees Valley and Durham"/>		
<b>NUTS 3 level</b>	<input type="text" value="Durham CC"/>		
<b>Legal representative</b>	<input type="text" value="Ian Thompson"/>		
	12 / 200 characters		
<b>Contact person 1</b>	<input type="text" value="Maggie Bosanquet"/>		
	16 / 200 characters		
<b>Phone office</b>	<input type="text" value="0044 3000 265549"/>	<b>Mobile (optional)</b>	<input type="text"/>
	16 / 200 characters		0 / 200 characters
<b>Email</b>	<input type="text" value="Maggie.Bosanquet@durham.gov.uk"/>	<b>Website (optional)</b>	<input type="text" value="www.durham.gov.uk"/>
	30 / 200 characters		18 / 200 characters
<b>Contact person 2 (optional)</b>	<input type="text" value="Dorothy Gibson"/>		
	14 / 200 characters		
<b>Phone (optional)</b>	<input type="text" value="0044 3000 261894"/>	<b>Email (optional)</b>	<input type="text" value="dorothy.gibson@durham.gov.uk"/>
	16 / 200 characters		28 / 200 characters
<b>Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)</b>	<input type="text" value="No"/>		
<b>Partnership from</b>	<input type="text" value="01/08/2019"/>	<b>Partnership until</b>	<input type="text" value="31/07/2023"/>

## Partner 5

Partner role in the project	Partner		
Name of organisation in original language	Ente público Regional de la Energía de Castilla y León (EREN)		
	61 / 200 characters		
Name of organisation in English	Regional public Energy entity of Castilla y León		
	48 / 200 characters		
Department/unit/division (if applicable)			
	0 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Regional public authority
Address	Av/ Reyes Leoneses, 11		
	22 / 200 characters		
Town	León	Postal code	24008
	4 / 200 characters		5 / 200 characters
Country	Spain (ESPAÑA )		
NUTS 1 level	CENTRO (ES)		
NUTS 2 level	Castilla y León		
NUTS 3 level	León		
Legal representative	Ricardo González Mantero		
	24 / 200 characters		
Contact person 1	María Puy Domínguez		
	19 / 200 characters		
Phone office	0034987849395	Mobile (optional)	0034609584344
	13 / 200 characters		13 / 200 characters
Email	dompermi@jcyl.es	Website (optional)	
	16 / 200 characters		0 / 200 characters
Contact person 2 (optional)	Alfredo Cadórniga Pedrosa		
	25 / 200 characters		
Phone (optional)	0034987849393	Email (optional)	cadpedal@jcyl.es
	13 / 200 characters		16 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/08/2019	Partnership until	31/07/2023



## Partner 6

Partner role in the project	Partner		
Name of organisation in original language	Sustainable Energy Authority of Ireland		
	39 / 200 characters		
Name of organisation in English	Sustainable Energy Authority of Ireland		
	39 / 200 characters		
Department/unit/division (if applicable)			
	0 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	National public authority
Address	Wilton Place, Wilton Terrace, Dublin 2		
	38 / 200 characters		
Town	Dublin	Postal code	D02 T228
	6 / 200 characters		8 / 200 characters
Country	Ireland (IRELAND)		
NUTS 1 level	IRELAND		
NUTS 2 level	Southern and Eastern		
NUTS 3 level	Dublin		
Legal representative	Niall Cafferty		
	14 / 200 characters		
Contact person 1	John Flynn		
	10 / 200 characters		
Phone office	00353 1 8082095	Mobile (optional)	00353 87 7762843
	15 / 200 characters		16 / 200 characters
Email	john.flynn@seai.ie	Website (optional)	www.seai.ie
	18 / 200 characters		11 / 200 characters
Contact person 2 (optional)			
	0 / 200 characters		
Phone (optional)		Email (optional)	
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/08/2019	Partnership until	31/07/2023

## Partner 7

<b>Partner role in the project</b>	<input type="text" value="Partner"/>		
<b>Name of organisation in original language</b>	<input type="text" value="Innovation &amp; Management Centre Clg Ta Westbic"/>		
	45 / 200 characters		
<b>Name of organisation in English</b>	<input type="text" value="Innovation &amp; Management Centre Clg Ta Westbic"/>		
	45 / 200 characters		
<b>Department/unit/division (if applicable)</b>	<input type="text"/>		
	0 / 200 characters		
<b>Legal status</b>	<input type="text" value="Public body or body governed by public law"/>	<b>Type of partner</b>	<input type="text" value="Business support organisation"/>
<b>Address</b>	<input type="text" value="Galway Technology Centre, Mervue Business Park, Mervue"/>		
	54 / 200 characters		
<b>Town</b>	<input type="text" value="Galway"/>	<b>Postal code</b>	<input type="text" value="N/A"/>
	6 / 200 characters		3 / 200 characters
<b>Country</b>	<input type="text" value="Ireland (IRELAND)"/>		
<b>NUTS 1 level</b>	<input type="text" value="IRELAND"/>		
<b>NUTS 2 level</b>	<input type="text" value="Border, Midland and Western"/>		
<b>NUTS 3 level</b>	<input type="text" value="West"/>		
<b>Legal representative</b>	<input type="text" value="Joe Greaney"/>		
	11 / 200 characters		
<b>Contact person 1</b>	<input type="text" value="James Donlon"/>		
	12 / 200 characters		
<b>Phone office</b>	<input type="text" value="00 353 90 66 25196"/>	<b>Mobile (optional)</b>	<input type="text" value="00353 86 2326419"/>
	18 / 200 characters		16 / 200 characters
<b>Email</b>	<input type="text" value="jdonlon@westbic.ie"/>	<b>Website (optional)</b>	<input type="text" value="www.westbic.ie"/>
	18 / 200 characters		14 / 200 characters
<b>Contact person 2 (optional)</b>	<input type="text" value="Seamus McCormack"/>		
	16 / 200 characters		
<b>Phone (optional)</b>	<input type="text" value="00 353 86 2574978"/>	<b>Email (optional)</b>	<input type="text" value="smccormack@westbic.ie"/>
	17 / 200 characters		21 / 200 characters
<b>Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)</b>	<input type="text" value="No"/>		
<b>Partnership from</b>	<input type="text" value="01/08/2019"/>	<b>Partnership until</b>	<input type="text" value="31/07/2023"/>

## Partner 8

Partner role in the project	Partner		
Name of organisation in original language	Heinolan kaupunki		
	17 / 200 characters		
Name of organisation in English	Heinola City		
	12 / 200 characters		
Department/unit/division (if applicable)	Business Development Department		
	30 / 200 characters		
Legal status	Public body or body governed by public law	Type of partner	Local public authority
Address	Heinolan kaupunki, Rauhankatu 3		
	31 / 200 characters		
Town	Heinola	Postal code	FI-18100
	7 / 200 characters		9 / 200 characters
Country	Finland (SUOMI / FINLAND)		
NUTS 1 level	MANNER-SUOMI		
NUTS 2 level	Etelä-Suomi		
NUTS 3 level	Päijät-Häme		
Legal representative	Heikki Mäkilä		
	13 / 200 characters		
Contact person 1	Heikki Mäkilä		
	13 / 200 characters		
Phone office	+358 44 769 4141	Mobile (optional)	
	16 / 200 characters		0 / 200 characters
Email	heikki.makila@heinola.fi	Website (optional)	www.heinola.fi
	24 / 200 characters		14 / 200 characters
Contact person 2 (optional)			
	0 / 200 characters		
Phone (optional)		Email (optional)	
	0 / 200 characters		0 / 200 characters
Partner financed through the Investment for Growth and Jobs programme (article 96 (3d) of Regulation (EU) No 1303/2013)	No		
Partnership from	01/08/2019	Partnership until	31/07/2023

## B.2 Policies addressed and territorial context

Number	Name	Structural funds link	Letter of support required	Responsible Body Name	Country
1	Regional Government of Tuscany, Regional Operational Programme ERDF 2014-20, Axis 4	Yes	Yes	Regional Government of Tuscany	 IT
2	Operational Programme for the Implementation of EU Cohesion Policy 2014-2020, Priority Axis 4	Yes	Yes	Government Office for Development and European Cohesion Policy	 SI
3	North East LEP area European Structural and Investment Fund 2014 - 2020. Low Carbon Economy strand, ...	Yes	No	Durham County Council	 UK
4	ERDF Operational Programme Castilla y León 2014-2020, Priority axis 4, Investment Priority 4.2	Yes	Yes	General Directorate for Budget and Statistics, REGIONAL GOVERNMENT OF CASTILLA Y LEÓN	 ES
5	Better Energy Communities	No	No	Sustainable Energy Authority of Ireland	 IE
6	Sustainable growth and jobs 2014 - 2020 - Finland's structural funds programme	Yes	Yes	Regional Council of Päijät-Häme	 FI

## B.2.1 Policy instrument 1

### B.2.1.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Regional Government of Tuscany, Regional Operational Programme ERDF 2014-20, Axis 4

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

In Tuscany, Priority Axis 4 of the ROP focuses on energy efficiency and renewables in key sectors, such as industry and transport, to achieve the Europe 20-20-20 targets. Through a sub measures of this axis, the Regional Government supports actions to reduce primary energy consumption and emissions, giving priority to high efficiency technologies. Investment priority 4b focuses on promoting energy efficiency and renewable use in SMEs, with two types of intervention. The first is energy efficiency in buildings, such as thermal insulation, cogeneration plants, automation and intelligent systems. Thermal and electric energy interventions can be activated from renewable energy sources. The second concerns energy efficiency in productive process with a focus on decreasing energy consumption and saving energy (recovery heat, change plants, automation and regulation production plants, etc.). Expected results are energy savings in SME structures and in production cycles, increased use of renewable energy sources and (res) use for self-consumption. Beneficiaries of the calls are enterprises. In terms of improvement needed, selection criteria should be refined to guarantee that only high quality projects are funded. An additional focus could be shifted towards interventions on productive processes and monitoring of approved projects should be enhanced. Integrated communication modalities targeting non-energy intensive SMEs should be improved.

1,457 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

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

No

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

Regional Government of Tuscany

30 / 300 characters

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

Two types of improvement are foreseen thanks to the interregional exchange with partners and the brainstorming with peers in the framework of SME POWER. Firstly, the Managing Authority (MA) is interested in supporting new projects. On the one hand, even if during the programming period effort has already been directed at improving integrated communication on the support measures of the ROP and assistance to applicants, the Managing Authority is interested in developing a more comprehensive approach tackling all calls related to energy for SMEs (even if launched in the framework of other Axis of the ROP) to reach new applicants. On the other hand, the MA would like to support new projects selected thanks to improved criteria. At present, selection criteria include expected saving results, economic performance and size of the beneficiaries, with a preference for synergistic actions. However, these selection criteria should be refined with the inclusion of extra evaluation points that can help ensure that the best projects are funded. Final calls in the programming period could test these stricter selection criteria. Furthermore, the MA is interested in improving the governance of the policy. They plan to enhance the quality of monitoring activities on approved projects. This activity proved to be challenging and should be improved to provide the Regional Government with a more accurate overview of the energy support results in the region.

1,461 / 1,500 characters

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

N° of additional SMEs supported through improved policy instrument

66 / 200 characters

#### Territorial context

What is the geographical coverage of this policy instrument?

regional

**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

According to the Regional Plan for environment and energy 2012-2015 (PAER), electricity consumption in 2013 amounted to 19.767 GWh in Tuscany. Industry related activities were responsible for 42% of consumption and services for 35%. The decreased registered from 2007 data is probably due to the negative economic situation and not to investments in low carbon. At present, renewable sources cover 12% of total internal consumption.

Regional strengths are abundance of geothermal energy for thermal and electric energy production, qualified competences, and regional energy plan that directs actions.

Regional weaknesses include foreign energy dependence, presence of sectors that have high level of energy consumptions, inadequate adoption of production techniques to save energy.

Already in 2014, while awaiting for the ERDF contribution from the EU, the Regional Government launched 2 successful calls for efficient buildings and industrial processes advancing funding with own resources. A subsequent call on buildings with a budget of 8M€ did not have the same success due to a selection of priorities not able to intercept all the needs of local SMEs. Further calls, launched in 2017 focused again on buildings only, but featured improved communication measures and integration of activities funding renewable energy sources for self-consumption. The feedback from the territory was positive and SMEs reacted with interest.

At the same time, calls to fund small energy audits for SMEs were launched within the innovative service measure of the ROP and calls to develop new technology in the energy within the Research and Development measure.

With funding still available in the policy instrument selected by SME POWER, the Managing Authority plans to improve the fragmented scenario currently in place, by continuing the shift towards measures that are of interest to the beneficiaries thanks to the exchange with regions that approached the issue with a more synergic view.

1,982 / 2,000 characters

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

Yes

**If yes, how?**

The issue is linked to several priorities of the regional innovation strategy for smart specialisation focusing on: sustainable production processes (Technologies for sustainable manufacturing), innovative materials for production and energy storage (Production and use of Innovative Materials) and ICT solutions to improve energy efficiency (ICT for manufacturing).

367 / 500 characters

### B.2.1.2 Partner relevance for policy instrument 1

#### Partner Relevance 1

1-LP Resources Recovery Regional Agency

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

ARRR SpA, is an in-house Regional Agency owned by the Regional Government of Tuscany (Managing Authority of the policy instrument) that operates in support of regional policies on energy and waste.  
In the field of energy efficiency, ARRR is in charge of managing the control and verification of thermal plants and energy performance certificates, on behalf of the Tuscany Region. ARRR deals with the development and technical maintenance of the regional information system on energy efficiency, the regional IT real estate registry that contains data related to all public and private plants, in order to guarantee a homogeneous control throughout the territory, as well as greater safety and energy savings.  
ARRR is also involved in REBUS and EMPOWER projects, both addressing energy efficiency renovation works in public buildings. The SME POWER constitutes an important shift towards the private sector (SMEs), which is another important pillar of the services offered by ARRR in the region.

994 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

ARRR works in close contact with the regional department managing the selected policy instrument - ROP ERDF 2014-20, Axis 4. ARRR is the regional energy authority and knowledge hub on energy efficiency and is consulted by the regional government on related policy. This runs on a daily basis through informal, continuous contact and consultation between the staff from each office.  
Formalised consultation within the ERDF ROP, includes work on call "Projects for energy efficiency in public buildings": evaluation criteria for call (regional decree n. 10360 of 14/07/2017) and evaluation and monitoring of submitted and approved projects (regional decree n. 18484 of 16/11/2018).  
On the basis of this successful experience, an increasing degree of involvement of ARRR in ERDF POR energy topics is foreseen, for new calls and for evaluation and monitoring of ongoing projects. This process is undergoing formalisation, following the recent organisation changes of ARRR.

969 / 1,000 characters

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

ARRR has outstanding experience in the field of sustainable development, carbon neutral and energy projects. ARRR has a deep knowledge of the regional level and an interest in the energy topic at international level. ARRR brings their expertise to the partners and intends to learn from more advanced partners in designing synergic approaches.  
In terms of project management, ARRR is experienced in EU projects (Interreg Europe, IEE, Life) having participated as lead / partner in several proposals.

500 / 500 characters

### B.2.1.3 Stakeholder group relevant for policy instrument 1

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

ARRR intends to involve the following stakeholders:  
Regional Government of Tuscany as the Managing Authority of the selected policy instrument  
Industry associations working with and supporting SMEs such as:  
- Confindustria  
- Confartigianato  
- Confesercenti  
- CNA  
- Confcommercio  
- Federalberghi  
Universities and Research centres including:  
- University of Siena  
- University of Florence  
- National Agency for new Technologies, energy and Sustainable Economic Development - ENEA  
- National Centre for Research – CNR

519 / 1,000 characters

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

Concerning the political level, ARRR works with their shareholder, the Regional Government of Tuscany, which is the Managing Authority of the selected policy instrument. In the framework of the daily contacts with the Managing Authority they are able to follow all relevant project activities together, from the outset. The Regional Government of Tuscany is in charge of the policy instrument and makes use of the project to identify possible tests to be undertaken before the end of the 2014-2020 programming period, using part of the resources still available in the related Priority Axis. Industry associations are a key group of stakeholders to be involved to ensure that the real needs of SMEs are addressed. The associations listed in SME POWER represent different sectors of the Tuscan productive system, who are beneficiaries of the support scheme.

As many of the companies that participated in the calls for proposals launched at regional level are hotels, ARRR decided to involve Federalberghi in a perspective of assessing the calls from the user view point and identify improvement modalities. Thanks to the involvement of Research Centres and Universities, the level of innovation of the measures presented by partners and their adaptation to the regional context could be assessed. Their involvement would also help to place the regional measures and the project in a broader context, considering measures supporting SMEs for low carbon at national level.

1,471 / 1,500 characters

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

Stakeholders are involved in all project steps (1. Energy support mapping, 2. Good practice (GP) identification and peer review, 3. Action Plan development).

ARRR sets up their RES (Regional Energy Stakeholder) group and involves stakeholders in:

- territorial analysis of the Energy Support system with weaknesses and strengths
- identification / prioritisation of needs
- identification of regional GPs
- peer review evaluation of GPs from other partners
- support in adapting GPs to needs
- contribution to action plan development
- awareness raising / communication at local level

Being the ERDF Managing Authority (MA), the Regional Government of Tuscany is the key stakeholder involved by ARRR in all phases of SME POWER to ensure that lessons coming from partners are transferred in the region. Bilateral meetings with ARRR are organised between project events to update them. They are involved in the RES group that meets once per semester. Specific focus of the RES group is the work on the development of a synergic support scheme.

Among the SMEs involved in the group, an energy champion is selected to represent the regional approach towards a low carbon future. Selected members of the RES group (including MA) participate in Interregional project events and in staff exchanges.

The Interreg Europe questionnaire on No. people with increased professional capacity due to participation in interregional cooperation is administrated to the RES group to assess the impact of SME POWER.

1,497 / 1,500 characters



## B.2.2 Policy instrument 2

### B.2.2.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Operational Programme for the Implementation of EU Cohesion Policy 2014-2020, Priority Axis 4

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

The Slovenian Operational Programme encompasses 11 thematic objectives and corresponding investment priorities. With SME POWER, LEASP focuses on Priority Axis (PA) 4: Sustainable consumption and production of energy and smart grids. PA 4 is designed to promote actions to improve energy efficiency (EE) and use of renewable energy sources (RES) in the public sector, the household sector and in enterprises in all areas of Slovenia. Through support granted to beneficiaries, total energy renovated heating space and the use of RES in total energy consumption will increase and help to reduce Greenhouse gases by 45% in all sectors (excluding transport). Before the end of the period 2014-2020, yearly calls for improving energy efficiency in public sector and measures to increase the share of RES in end-user energy consumption (all sectors) are foreseen. The overall budget of PA 4 amounted to 361.637.662€ and in spring 2018 only 154.503.816€ had been allocated. At present, there are many supported initiatives for EE measures and switching from fossil fuels to RES in public sector and households. There are no initiatives as such for SMEs. This is the reason why is crucial to shift the focus of the measures towards industrial building refurbishment to increase EE and RES, and to raise capacity building and awareness within SMEs on the topic. This will bring Slovenia closer to its goal to achieve at least 25% share of RES by 2020 and decrease energy consumption.

1,472 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

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

No

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

Government Office for Development and European Cohesion Policy

62 / 300 characters

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

Thanks to the implementation of SME POWER, an action plan will be developed to improve the policy instrument through support of new projects for refurbishment of SMEs. That will improve and increase the use of renewable energies and energy efficiency in industrial buildings and consequently contribute to reduction of CO2 emissions and air polluting at national and EU level. Thanks to policy improvement, technological support to SMEs will be offered in order to reduce their energy consumption and CO2 footprint. In order to achieve this, numerous meetings and national events will take place bringing together policy makers and representatives of SMEs (involved in the local SME POWER stakeholder group) to design the most suitable support measures to be funded by the policy instrument. Through SME POWER, solutions selected from partners' good practices will be presented and will be adapted through the elaboration of the action plan. The solutions will cover different SME sectors (eligible, but at present not targeted by the calls) and will inspire Government office and other relevant bodies to modify existing measures and redirect unspent support to the sector of SMEs for energy efficiency and RES measures. This would trigger a change in the strategic focus of the policy instrument. Currently only 45 % of the PA4 budget has been used, that means that over 150.000.000€ are left for the launch of the remaining calls till the end of period (2020).

1,463 / 1,500 characters

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

N° of new projects supported through policy instrument with shifted focus

73 / 200 characters

#### Territorial context

What is the geographical coverage of this policy instrument?

national

**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

EU directives on better energy efficiency in buildings have been integrated into the national level policy instrument addressed within SME POWER. However, it only focuses on energy efficiency and reduction of CO2 in households and public sector, while SMEs stays mainly untouched. Support was given to enterprises only for construction of district heating (wood biomass) and use of electric cars, but there was no support to cover energy efficiency requirements together with change of existing fossil technology to RES technology.

In past years a systematic progress in reducing GHG emissions has not been achieved. If Slovenia wants to reach national goals, the programme has to redirect focus from public sector to private. By now, 80% of public buildings have been energy renovated, while the percentage for enterprises is much lower. That is why it is crucial to develop measures for new support/financial tools for enterprises (especially for SMEs) to improve their energy efficiency and to switch from fossil fuels to renewable sources.

The good example of energy renovation of public sector could be used as a guidance for developing similar tools and measures for the SMEs sector. Reaching the foreseen goals can only be achieved by promoting energy efficiency and RES in all sectors, not only in the public sector and households as has been done till now. Currently most Slovenian enterprises are SMEs (large enterprises are in the share of 6 %) and that is why it is important to reach this target group. The majority of them are dependent on fossil fuels, but as non-energy intensive SMEs, they do not see a benefit in low carbon investment or cannot afford to energy renovate their buildings.

Beside ERDF funding, there are not many other support measures for SMEs. Some support for different sectors was granted by a large energy company (Petrol), with grants for energy audits and capacity building for SMEs in energy efficiency. However, these were discontinued in 2014.

1,987 / 2,000 characters

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

Yes

**If yes, how?**

The Operational Programme is in line with SR3 priority Smart buildings and homes, which is focused on energy refurbishment of buildings, interfaces between smart buildings and smart grids, integrated management systems for buildings, homes and the working environment of the future, smart appliances for energy efficiency and self-sufficiency of buildings.

354 / 500 characters

### B.2.2.2 Partner relevance for policy instrument 2

#### Partner Relevance 1

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

3-PP Local Energy Agency Spodnje Podravje

LEASP has vast experience in the areas of renewable energy promotion and energy efficiency. LEASP supports and advises all sectors in the preparation and implementation phases of investments in EE and RES measures (more than 50 projects were carried out under the supervision of LEASP). LEASP is also involved in the national policy development process as energy adviser, thus cooperating with the Government office for development and European Cohesion Policy (MA). LEASP is Lead partner of the ongoing project ZERO CO<sub>2</sub> which is focusing on public buildings. During the project LEASP identified a big gap in implementing energy efficiency measures in enterprises, especially in SMEs. LEASP is a project partner in the proposal RETEP – Renewable Energy Fighting Energy Poverty. The proposal will be submitted under the Low carbon economy priority (4th call). However, the topic and the stakeholders are different. Focus of RETEP is on low income households, while the SME POWER on SMEs.

985 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

As a local energy agency and a member of the National consortium of Local Energy Agencies in Slovenia (KLEAS), LEASP acts as an extension of the government to implement EU and national energy policies at local level. They provide feedback to the ministry on implementation of policies and directives, use of Cohesion funds and application of the selected policy instrument. The Slovenian Operational Programme (OP) is under the responsibility of the Government Office for Development and European Cohesion Policy (MA). The MA and Ministry for Infrastructure consult with KLEAS on energy related aspects of the OP, concerning call content and implementation of energy related projects. This is carried out through periodic meetings, bilaterally or involving different ministries and stakeholders. As per formal agreement during the latest consultation (April 2019), from now on these meetings with KLEAS and its local energy agencies including LEASP will be organised systematically every 2 months.

998 / 1,000 characters

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

LEASP offers to the partnership know-how in the field of energy efficiency (EE) and renewable energy (RES), as they have a wide range of expertise in supporting investors and authorities in implementing EE and RES measures. LEASP is actively involved in all stages of SME POWER, sharing its experiences and knowledge and involves the most relevant stakeholders in the project. LEASP benefits from cooperation thanks to new knowledge and good practices on funding measures for EE and RES SMEs.

493 / 500 characters

### B.2.2.3 Stakeholder group relevant for policy instrument 2

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

LEASP intends to involve the following stakeholders:

- Government office for development and European Cohesion Policy
- Ministry for Infrastructure
- SME Associations
- SMEs
- Eco Fund
- Slovenian Chamber of Engineers
- Consortium of the Local Energy Agencies in Slovenia

271 / 1,000 characters

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

The Government office for development and European Cohesion Policy is responsible for the policy instrument addressed by LEASP. They are directly involved in project development, exchange of experiences and action plan development. The Ministry for Infrastructure is responsible for energy related issues in Slovenia. The Ministry has competence in the implementation and legalisation regarding all energy efficiency and renewable energy sources issues. SMEs are one of the most important stakeholders in this project as SME POWER addresses them. At the end of the project, they will have to be willing to invest part of their budget in new measures for improvement of energy efficiency and switch to renewable energy. Their involvement is key to collect bottom up feedback and help policy makers identify the most suitable support measures. The stakeholders below have a key role of advisors:

- Eco fund is a national mechanism that offers support for energy measures, it is a key source for individual buildings. It provides loans mostly for the public sector and households and with an intervention rate of only 20%.
- Slovenian Chamber of Engineers is responsible for creating policies regarding technical issues and has strong influence on nation policy development. They have the wide knowledge of RES technologies and planning.
- Consortium of the Local Energy Agencies is one of the main advisor to authorities in the preparation of new or amendment of existing energy related legislation.

1,499 / 1,500 characters

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

Stakeholders are involved in all project steps (1. Energy support mapping, 2. Good practice (GP) identification and peer review, 3. Action Plan development).

At local level, LEASP sets up their RES (Regional Energy Stakeholder) group and involves stakeholders in:

- territorial analysis of the Energy Support system to identify weaknesses and strengths
- identification and prioritisation of needs
- identification of regional GPs to be shared with partners
- peer review evaluation of GPs
- support in adapting GPs to regional needs
- contribution to action plan development
- awareness raising and communication activities at local level

The MA is the main stakeholder as they are in charge of implementing the action plan. They are involved in all stages of project development, through regular meetings, organised on top of the RES group events that are held every semester.

Specific focus of the RES group is the work on identifying means to start funding SMEs and thus change the strategic focus of the policy instrument. Among the companies involved in the RES group and contacted through LEASP newsletter, an energy champion is selected.

Selected RES members are invited to participate in Interregional project events and in staff exchanges.

The Interreg Europe questionnaire on No. people with increased professional capacity due to participation in interregional cooperation is administrated to the RES group to assess the positive impact of SME POWER on the selected stakeholders.

1,494 / 1,500 characters

### B.2.3 Policy instrument 3

#### B.2.3.1 Definition and Context

##### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

North East LEP area European Structural and Investment Fund 2014 - 2020. Low Carbon Economy strand, Priority Axis 4b

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

The North East LEP area European Structural and Investment Fund 2014 – 2020 has a specific priority axis (4b) promoting energy efficiency and renewable energy use in enterprises. The total budget for Durham for Priority Axis 4 (PA4) is £18.3M, which covers PA4 a,b,c,e and f.

The main target group of the priority axis 4b is SMEs. At present, a minimum 12 hours' support or a minimum grant of £1000 is required to compliantly assist an SME. Actions supported include:

- Support to businesses to undertake green diagnostics or audits
- Investing in energy efficiency measures, processes and renewable generation capacity
- increased SME access to government procured contracts for energy efficient goods and services
- Developing low carbon innovation for energy efficiency
- Building retrofit and energy efficiency measures

To date, only Durham's Business Energy Efficiency Programme (BEEP - worth £533,887) has been approved on priority 4b. There is still £12.8M available across PA4.

Through the BEEP project, DCC identified that the majority of small and micro SMEs do not require the full 12 hours of support to receive in-depth and comprehensive energy reduction advice. A project like BEEP could provide significant benefits to these businesses if the PA allowed it.

There is a need for more flexibility to work with smaller SMEs, which are often the ones most in need of energy efficiencies, which lack knowledge and capacity to lower high energy bills, and would need a more tailored approach.

1,499 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

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

Yes

Name of this responsible body

4-PP Durham County Council

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

Durham County Council (DCC) envisages improvement in terms of new projects supported. Given the availability of more than 2/3 of the Priority 4 resources, there are good chances of achieving a positive impact in this direction.

Particularly, DCC envisages a change in the policy instrument to allow for new projects with scope to work with smaller SMEs and businesses that do not require a full 12 hour's support, and for whom an energy audit, and/or energy efficiency measures would make a big impact. The Business Energy Efficiency Programme (BEEP) is already working with the larger SMEs that require at least 12 hour's support and will produce significant CO2 savings. BEEP is, however, aware of significant need in smaller SMEs that they are not able to address, due to current compliance constraints. Experiences shared by partners, who work with smaller SMEs would provide examples to be adapted and transferred. This will be used to demonstrate that giving a chance for improvement to smaller SMEs pays off.

Durham County Council is about to start a pilot with a national level programme on low carbon intervention. This initiative will bring together a range of measures and topics, which require an effective and coordinated system of planning and monitoring. To this end, in terms of governance, there is much to learn from partners who are already dealing with a broad range of measures targeting SME low carbon investment.

1,437 / 1,500 characters

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

N° of additional SMEs supported through improved policy instrument

66 / 200 characters

##### Territorial context

What is the geographical coverage of this policy instrument?

local

**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

The SME POWER focus on supporting SMEs is in line with a Countywide vision to grow the private sector, increasing the number and quality of private sector jobs, encouraging innovation, and improving market access. In the County, there are 13790 companies, 88% are Micro and 9,7% small.

The Business Energy Efficiency Project (BEEP) is the most important on-going initiative for them. BEEP supports 240 SMEs over 3 years (out of approximately 5,000 potentially compliant SMEs in County Durham). Both the Federation of Small Businesses (FSB) and the North East Chamber of Commerce (NECC) report that the smaller SMEs across the North East region urgently require good quality advice and support to help them tackle rising energy costs. However, no support is available and it is perceived to be too difficult to engage the businesses that most need the support. This is of interest to public authorities across the region.

Durham County Council (DCC) is able to engage SMEs through its in-house organisation, Business Durham, which provides a comprehensive package of business support in the county. Business Durham relies on BEEP to provide energy expertise and is concerned that BEEP is not allowed to support the smaller SMEs that need help so badly. This support is not available to them within the ERDF constraints. Smaller, non-energy-intensive, SMEs do not require this amount of time and could achieve energy related improvement with tailored measures that consider their needs in a comprehensive way.

A new cooperation opportunity with the UK National Government level (BEIS) has just arisen to develop new approaches that will be then translated at national level. SMEs in County Durham will be funded to pilot this new approach, and report on the effectiveness of different low carbon interventions.

This opens up opportunities unexplored so far. Thanks to SME POWER, DCC gains new insights into synergic support measures for smaller SMEs and into planning and monitoring systems.

1,991 / 2,000 characters

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

No

### B.2.3.2 Partner relevance for policy instrument 3

#### Partner Relevance 1

4-PP Durham County Council

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

Durham County Council developed and wrote the North East Local Enterprise Partnership's Low Carbon Economy ERDF Strategy which derives from the English ESIF programme. Staff members have experience both related to ETC programmes and to the management of the ERDF funded Business Energy Efficiency Programme. Durham's Low Carbon Economy Team is staffed with technical experts, who can offer skilled advice and support on energy efficiency and renewable energy. Durham is currently involved in two low carbon themed projects under the 1st Interreg Europe programme call for proposals: LOCARBO and REBUS. Through the REBUS project, Durham seeks to influence a different policy instrument: Priority Axis 4c of our ESIF programme. LOCARBO addresses Priority Axis 4b like SME POWER. However, it did not focus at all on the size of businesses supported nor on the synergies with other instruments such as the national level programme that is being developed.

953 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

As a UK local authority, Durham County Council is considered to be a Managing Authority for its regional ESIF programme. The Low Carbon Economy Team Leader oversees a Low Carbon Workstream established through the County Durham Economic Partnership to encourage and support ESIF Low Carbon project development in County Durham. Through their work on 3 previous Interreg Low Carbon projects, Durham also works with the ERDF Sustainability Manager for European Programmes & Local Growth at the UK Government's Ministry of Housing, Communities and Local Government, which oversees the UK's ESIF programme nationally. They hold regular discussions with him, via telephone, emails, and occasional meetings, to discuss how to improve the Low Carbon Plans and he is keen to take an active role in SME Power.

799 / 1,000 characters

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

DCC can share experience on the Business Energy Efficiency Programme (BEEP), due to conclude October 2019. As a result of the success of BEEP, the UK government has asked DCC to work with them to develop and pilot a new programme of support for SMEs on energy efficiency for the future. DCC is keen to exchange knowledge, good practices & experiences with like-minded partners. They wish to identify ideas from overseas partners that could inform all of this future work and policy.

482 / 500 characters

### B.2.3.3 Stakeholder group relevant for policy instrument 3

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

Durham County Council intends to involve the following stakeholders:

- UK Government's Departments for Business, Energy & Industrial Strategy (BEIS)
- The Ministry of Housing, Communities and Local Government (MHCLG).
- Durham County Council – other departments (DCC)
- Durham University/ Durham Energy Institute,
- Centre for Energy Systems Integration (CESI - a consortium of 5 UK universities)
- Federation of Small Businesses
- A selection of local SMEs that have been through the BEEP programme
- County Durham Economic Partnership (CDEP)
- Business Durham
- Northern PowerGrid
- Durham's Business Energy Efficiency Programme (BEEP)

643 / 1,000 characters

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

Policy makers are involved at all levels. Durham County Council, being the Local ESIF Managing Authority cooperates with the Managing Authority at National level (MHCLG) and the Department for Business, Energy & Industrial strategy. Together, they have the power not only to influence the selected policy instrument, managed by the partner, but also wider energy related strategies in the UK. In order to obtain technical support in decision making related to energy, Durham County Council cooperates with the Durham Energy Institute, and CESI, who play a national and a local role in developing energy policy and are interested in learning from good practices for SME energy efficiency and renewable use. The beneficiaries of BEEP, SMEs and the Federation of Small Businesses, are keen to be involved to bring to the table their experience as potential end-users and contribute to the policy improvement with a bottom up approach. In this context, the CDEP (County Durham Economic Partnership) supports SMEs and represents their interests. CDEP has already identified energy efficiency support as a key priority. The CDEP has a working group that feeds directly into the ESIF programme regionally, while Business Durham supports SMEs across the county. In terms of other actors to be included, Northern PowerGrid has a direct interest in reducing energy consumption (demand-side response) thus in participating in the stakeholder group.

1,439 / 1,500 characters

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

Stakeholders are involved in all project steps (1. Energy support mapping, 2. Good practice (GP) identification and peer review, 3. Action Plan development).

At local level, DCC sets up their RES (Regional Energy Stakeholder) group and involves stakeholders in the following activities:

- territorial analysis of the Energy Support system that results in a map of weaknesses / strengths
- identification and prioritisation of local needs
- identification of regional GPs to be shared within the partnership
- peer review evaluation of GPs from other partners' territories
- support in adapting GPs to regional needs
- contribution to action plan development
- awareness raising and communication activities at local level

Among the companies involved in the group, an energy champion is selected in order to represent the regional approach towards a low carbon future. Specific focus of the RES group that meets once per semester is the work on identifying criteria to enhance support measures targeting small SMEs that, at present, are excluded from the funding scheme and on the development of a synergic support scheme able to address their specific needs.

Selected members of the RES group are invited to participate in Interregional project events and in staff exchanges.

The Interreg Europe questionnaire on No. people with increased professional capacity due to participation in interregional cooperation is administrated to the RES group to assess the impact of SME POWER on selected stakeholders.

1,499 / 1,500 characters



## B.2.4 Policy instrument 4

### B.2.4.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

ERDF Operational Programme Castilla y León 2014-2020, Priority axis 4, Investment Priority 4.2

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

The policy instrument tackled is the ERDF Operational Programme Castilla y León, specifically Investment Priority 4.2. Promoting energy efficiency and use of renewable energies by companies. Priority 4.2 supports investments in best available technologies, within two specific sub objectives:

4.2.1. to advance in the evaluation and improvement of company energy efficiency, in particular SME

4.2.2. Foster the use of renewable energies in companies, especially in SMEs.

The expected impact is a decrease on energy intensity and, therefore, a diminution of the energy dependency in the Castilla y León region. In the next years, specific actions should be developed to increase the share of energy management systems in SMEs, as well as the promotion of investments by energy saving companies. This will be achieved within the framework of the Energy Efficiency Strategy of Castilla y León 2020, approved at the beginning of 2018.

The beneficiaries of the calls for proposals within Priority 4.2 are companies with headquarters in Castilla y León. Calls for proposals are expected to be launched in 2019 and 2020, to support energy efficiency and renewable energies in SMEs (1M€ each year).

The policy could be improved with a stronger link to innovations that concern companies, particularly digitalisation. Moreover, it is necessary to increase energy audits among SMEs, focus grants towards sectors with greater saving potential and develop better support tools.

1,467 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

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

No

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

General Directorate for Budget and Statistics, REGIONAL GOVERNMENT OF CASTILLA Y LEÓN

85 / 300 characters

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

EREN is interested in funding new projects thanks to an improved policy instrument.

So far, priority 4.2 has included the following types of projects: grants for energy efficiency in companies, grants for renewable facilities in companies and supporting activities to develop renewable facilities in hotels along St James pilgrim way.

The quick advance of digitalisation, not only in big companies but also in SMEs, should be considered as a catalyst that will stimulate energy efficiency projects. In this way, funding for new projects for digitalisation to upgrade energy management in SMEs should be included in the policy instrument.

SMEs need to be encouraged to increase the quantity and quality of energy audits. Based on other partners' experiences, the possibility of introducing new requirements in calls for grants will be analysed, such as having previous energy audits. Additionally, the possibility of implementing instruments for tax deduction in investments in energy efficiency and renewable energy will be studied.

In terms of improved governance, EREN is interested in improving the monitoring system for energy efficiency in the policy instrument using data obtained from the energy audits developed in application of the energy efficiency directive. They could represent an excellent source of information to be analysed within SME POWER to define where to redirect efforts, targeting those sectors of the regional economy with a greater energy potential for improvement.

1,493 / 1,500 characters

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

N° of additional SMEs supported through improved policy instrument

67 / 200 characters

#### Territorial context

**What is the geographical coverage of this policy instrument?**

regional

**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

In Castilla y León, 99.93% of the companies are SMEs and 95.95% are micro-enterprises (1 to 9 employees), of which 54.42 % are companies without salaried people.

The percentage distribution of companies according to the production sector shows that in Castilla y León, 25.20% of companies belong to the commerce sector, 15.40% to construction, and 7.40% to industry. 52.00% belong to other service sectors, especially in the hotel industry.

One challenge that has been identified is that of engaging SMEs in public measures to support local carbon measures. Taking the example of calls within selected priority of the policy instrument: there are 5000 SMEs in Castilla y León and only 100 projects approximately are presented every year.

The promotion of energy efficiency and the use of renewable energies by companies will mitigate some of the main problems of Castilla y León SMEs:

- Improve its energy balance, and by extension, improve the energy balance of the region;
- Improve employment levels;
- Improve rural economic development (more than 50% of the smallest municipalities in Spain are in Castilla y León);
- Introduce new business activities: boost the participation of SMEs in the ESCO market;
- Increase competitiveness;
- Decrease energy intensity (tep / M €);
- Decrease companies' energy costs;
- Integrate sustainability into the management policies of Castilla y León companies.

In 2018, Energy Efficiency Strategy of Castilla y León 2020 was approved. It is hoped that this strategy will pave the way to the implementation of different types of measures to obtain significant energy (and economic) savings in the Castilla y León Administration itself, in Local Entities and in private entities. The Strategy pays special attention to the industrial productive sector.

1,792 / 2,000 characters

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

Yes

**If yes, how?**

Energy and Environment Industry is one of the macro-actions of the Castilla y León RIS3, while Industrial Engineering is one of the scientific areas which shapes the specialisation pattern. Energy and sustainability are considered important competitiveness factors in all sectors. This priority is aligned with the European initiative SPIRE (Sustainable Process Industry through Resource and Energy Efficiency).

411 / 500 characters

#### B.2.4.2 Partner relevance for policy instrument 4

##### Partner Relevance 1

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

5-PP Regional public Energy entity of Castilla y León

EREN is the Regional Energy Agency of Castilla y León. They have extensive policy related and on-the field expertise related to the theme of low carbon SMEs. EREN provided expert contribution to development of energy related sections of RIS3 and supports the Managing Authority in the implementation of the Promote the Passage to a Low Carbon Economy objective. They work on organisation of technical capacity building seminars among industry, design of handbooks on energy audits, auto consumption and energy efficiency projects and energy audits and pilot projects on energy management in different sectors of regional industry. EREN is involved in the APPROVE project (3rd call). The same policy instrument is improved focusing on awareness and capacity building for renewables only. The need for additional improvement with a more synergic approach arose in the framework of the Energy Efficiency Strategy of Castilla y León 2020, approved in 2018.

953 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

EREN is part of the working group formed and run by DG for Budget and Statistics, Managing Authority of the ERDF Operational Programme. This group was formed to elaborate the priorities in the region for the energy issues. This includes decisions on ERDF distribution of priorities, energy policies and findings. EREN is the organisation that develops, integrates and unifies all policy related to energy at regional level. EREN can act as an intermediate body linking these policies to the decision making process related to the ERDF Operational Programme. EREN was also closely involved in the development of the RIS3 strategy for the region, which lies at the basis of ERDF funding schemes.

694 / 1,000 characters

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

EREN brings its expertise in the development and implementation of energy strategies, pilot actions and management systems in different industrial sectors, such as agro food, cultural and tourism. They are seeking good practices to design more synergic measures to address their non-energy intensive SME. They are particularly interested in digital solutions to be applied across all measures for low carbon, in energy audits and monitoring systems.

450 / 500 characters

#### B.2.4.3 Stakeholder group relevant for policy instrument 4

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

EREN will involve the following stakeholders:  
Regional Government of Castilla Y León:  
- General Directorate for Budget and Statistics  
- General Directorate for Energy and Mining  
- ICE- Business competitiveness Institute  
University and Research:  
- Fundación Universidades Y Enseñanzas Superiores De Castilla Y León (University Foundation)  
- Spanish technology platform for energy efficiency  
Business support organisations and companies:  
- CECAL - Confederación de Organizaciones Empresariales de Castilla y León  
- VITARTIS - Cluster agro food  
- FACYL - Cluster motor industry  
- Association of enterprises for energy efficiency

630 / 1,000 characters

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

The Regional Government department and particularly the General Directorate for Budget and Statistics are the main stakeholders involved in the project. The General Directorate for Budget and Statistics is the policy Managing Authority that relies on EREN's expertise on topics related to Energy. They are in charge of the decision making process of the policy. The University and the Technology platform are involved to advise on state of the art technology related to energy efficiency and renewable energy use. Company associations and SMEs are aware of the real territorial needs in non-energy intensive sectors (i.e. agro food and tourism in the region) and can provide bottom up feedback to the policy Managing Authority. Companies dealing with energy efficiency would also be perfectly placed to propose improvement measures, including digital measures, which could have positive impact on their sector.

910 / 1,500 characters

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

Stakeholders are involved in all project steps (1.Energy support mapping, 2.Good practice (GP) identification and peer review, 3.Action Plan development).

At local level, EREN sets up their RES (Regional Energy Stakeholder) group and involves stakeholders in:

- territorial analysis of the Energy Support system to identify weaknesses and strengths
- identification and prioritisation of needs
- identification of regional GPs to be shared with partners
- peer review evaluation of GPs
- support in adapting GPs to regional needs
- contribution to action plan development
- awareness raising and communication activities at local level

The MA is the main stakeholder as they will be in charge of implementing the Action Plan. To this end, they are involved in all stages of project development, through regular meetings, organised on top of the RES group events that are held every semester. Specific focus of the RES group is the work on identifying means to start funding digitalisation projects for low carbon and on monitoring systems for indicators. Among the companies involved in the RES group, an energy champion is selected.

Selected RES members are invited to participate in Interregional project events and in staff exchanges.

The Interreg Europe questionnaire on No. people with increased professional capacity due to participation in interregional cooperation is administrated to the RES group to assess the positive impact of SME POWER on the selected stakeholders.

1,484 / 1,500 characters

## B.2.5 Policy instrument 5

### B.2.5.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Better Energy Communities

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

The selected policy instrument, the Better Energy Community (BEC) Initiative, supports wide-ranging community initiatives, including SME participation, for low carbon economy. This policy instrument, managed by SME POWER Partner 6 - SEAI, is delivered through approved Regional Community Based Organisations (CBOs).  
BEC is the national retrofit initiative with grant support of up to €28 million each year. It supports new approaches to achieving energy efficiency in Irish communities: upgrades can take place across building types to reduce energy use and costs. The policy aims to deliver energy savings to homeowners, communities, enterprises. All projects are community oriented, with a cross-sectoral approach.  
BEC supports project that show a mix of sustainable solutions, community benefits, justified energy saving and a clear and ambitious roadmap. Measures supported include a mix of:  
-Building Fabric Upgrades  
-Technology and System upgrades  
-Integration of Control Systems  
-Integration of renewable energy sources  
-Domestic Combined Fabric Upgrade  
Community engagement, including SMEs, has not been at desired level. SEAI wishes to review why this may be the case. SME POWER feeds into significant programme changes which it is hoped will improve participation of SMEs in projects. Furthermore, a single national policy might not be the most effective instrument to achieve this. SME POWER could help SEAI cooperate with the regional level that at present does not fund these measures.

1,498 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

No

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

Yes

Name of this responsible body

6-PP Sustainable Energy Authority of Ireland

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

The two Irish partners, SEAI and WestBIC, cooperate in SME POWER to achieve two main types of policy improvement. Firstly, they are interested in funding a higher number of SMEs that can become a driver for the low carbon shift in their communities. Without local community engagement, the transition may not deliver the large impact required for successful delivery of 2030 targets. To this end, they are interested in experiences from partners that have managed to achieve significant SME participation in public funding measures. On this basis, they plan to revise the requirements of their calls to better fit with SME needs.  
Secondly, SEAI recognises that SMEs form a key piece in the low carbon economy and their engagement across a balanced regional deployment is a critical element of any policy initiative. SEAI is interested in exploring further cooperation between the national and the regional level that is in charge of ERDF funding but, at present, do not focus on energy efficiency and use of renewable energy. To this end, cooperation with SME POWER and their ERDF Managing Authorities provides SEAI with a perfect opportunity to identify means of influencing regional development in a successful way. The governance of the Better Energy Community Initiative could then be improved to develop improved coordination. The desired outcome is a robust. but simplified scheme adaptable to different regional requirements.

1,433 / 1,500 characters

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

N° of additional SMEs supported through improved policy instrument

66 / 200 characters

#### Territorial context

What is the geographical coverage of this policy instrument?

national

**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

The Sustainable Energy Authority (SEAI) has a number of policy programmes, which act as enablers to installing low carbon measures. One of the key challenges in a transition to a low carbon economy is understanding where to start and having a path to the end solution. SMEs do not have the technical ability to engage in this process. They are also not best placed to identify the most appropriate solution for their organisation. It is, therefore, critical that both a pathway and technical information be easily available, in association with financial support, to allow SMEs to engage with the low carbon economy in a meaningful way. Energy suppliers at national level offer a range of energy plans tailored for businesses (i.e. businesses with energy costs of less than €5,000 per month). Furthermore, Electric Ireland is now part funding energy saving projects through the Energy Efficiency Obligation Scheme that guides SMEs in their investments based on an energy audit. The target achievement scenario for 2020, requires accelerated deployment of renewable energy and energy efficiency technologies over the period to 2020. For instance, approximately 75,000 homes and businesses will need to be upgraded for improved energy efficiency every year between 2015 and 2020, if Ireland is to achieve the 2020 energy efficiency target. Furthermore, policy should be appropriate to specific regional characteristics, taking into account geography, energy demand and critically energy usage trends. Ireland's energy demands differ per region. Low carbon technologies that could be easily deployed in certain regions may not be appropriate to the demands in others. SEAI is not directly engaged in regional development and there is currently a desire to create a vehicle through which SEAI may influence more regional development toward the 2030 targets. Cooperation with ERDF Managing Authorities in the framework of SME POWER may help identify the best means to achieve this.

1,978 / 2,000 characters

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

Yes

**If yes, how?**

SME POWER is linked to two priorities of the national strategy for smart specialisation; Smart Grids & Smart Cities and Innovation in Services & Business Processes. Covering aspects related to energy efficiency and renewable use in SME buildings and processes.

260 / 500 characters

## B.2.5.2 Partner relevance for policy instrument 5

### Partner Relevance 1

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

#### 6-PP Sustainable Energy Authority of Ireland

SEAI is the national policy advisor to the Irish Government. SEAI sits on a number of national policy frameworks and advisory councils dealing with the sustainable energy topic. SEAI is the Managing Authority of the policy instrument and has experience in cooperation projects at EU level.

SEAI's role is to help homes, businesses, communities, and industry to be more energy efficient. They support the development of clean energy technologies that cause less harm to the environment. This is their 1st Interreg Europe experience.

In 2017, SEAI developed a SME Guide to Energy Efficiency. It addresses measures that SMEs could adopt without large-scale investment, fitting perfectly into the SME POWER move towards a synergic approach. It presents benefits of low carbon investment, opportunities and funding sources. It covers various production phases and workforce engagement. Its communication style used is appropriate to the target group and showcases the experience of SEAI on this topic.

1,000 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

SEAI is the Managing Authority of the selected policy instrument. SEAI is currently in the process of developing local energy plans with a number of key stakeholders. Learnings from this project could influence the Better Energy Communities scheme, bring changes to other national programmes, such as Better Energy Grants schemes. Improvements could be deployed very quickly to other Sustainable communities in Ireland.

418 / 1,000 characters

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

SEAI shares its policy managing experience with partners, focusing on the community involvement aspect in the framework of sustainable energy and on guidance to SMEs. SEAI has experience in EU cooperation projects and is interested in exchanging with peers.

SEAI will learn from other partners and apply this locally/regionally regarding both capacity building actions targeting SMEs and the communities and systems for policy planning and monitoring.

454 / 500 characters

### Partner Relevance 2

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

#### 7-PP Innovation & Management Centre Clg Ta Westbic

WestBIC is innovation and business support agency, with extensive knowledge on how to reach and engage SMEs. Many of the SMEs they work with (including non-energy intensive SMEs) could benefit from more suitable support instruments. WestBIC engages directly with enterprises that deliver Better Energy Initiatives and Low Carbon Services to SMEs. Thus, they have thematic knowledge on the specific theme of low carbon SMEs.

WestBIC provides expertise in Action Planning, including inputs to local and regional level Policy/Plans (Local Economic and Community Plans, Local Development Strategies Regional Action Plan for Jobs). They are involved in TRINNO (Interreg Europe 1st call) focusing on innovation.

WestBIC supports SEAI, in the process of reviewing how national policy's decisions can assist the regions in engaging in energy policy decisions. Regions have different priorities and directives need to be adaptive to local requirements. WestBIC ensures that this taken into consideration.

999 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

WestBIC has engagements and relationships with SEAI, the national policy organisation for Ireland (P6). WestBIC supports SEAI in policy review due to its expertise in achieving collaborative policy results and thanks to participation in its implementation bodies.

SEAI sees the engagement of local partners as critical to the successful roll out of new policy instrument. WestBIC's capacity to engage with relevant organisation for the Stakeholder group adds value to the delivery of improved Policy taking an inclusive consultative approach.

Moreover, WestBIC has regular liaison with the Northern and Regional Assembly (NWRA) – the organisation responsible for managing the ERDF Programme (2014-2020) in the Northern and Western Region. Currently, this ROP includes a Low Carbon Economy Priority, but it does not focus on SMEs. WestBIC will assist with promoting and encouraging exchange between national and regional level.

929 / 1,000 characters

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

WestBIC brings its expertise of supporting enterprises, including delivery of technology upgrade programmes for SMEs. WestBIC's extensive experience with networks of stakeholders is important to help define stakeholder engagement modalities. WestBIC engages in cooperation with partners to learn how to design a synergic approach to low carbon SME support. They are interested in how national and regional support can be better targeted and integrated.

454 / 500 characters

#### B.2.5.3 Stakeholder group relevant for policy instrument 5

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

SEAI and WestBIC involve the following stakeholders:

- Northern and Western Regional Assembly (NWRA)
- Local Authorities in the region – e.g. Roscommon County Council, Mayo County Council, Galway County Council, Galway City Council, Leitrim County Council.
- Community Based Organisations – e.g. Clar ICH, Midland Warmer Homes, Action Renewables
- Chambers of Commerce
- Some relevant SME(s) as Energy Champions

412 / 1,000 characters

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

SEAI, as national policy advisor to government, are seeking opportunities to work with a range of stakeholders in order to improve their policy instruments. These instruments will be promoted nationally and significant resources will be deployed to support implementation of successful initiatives.

The role of the stakeholders is as follows:

NWRA is responsible for the Border Midlands and Western Regional Operational Programme (2014-2020), which has a Low Carbon Economy as a Priority but which does not include SMEs. They can learn from SME POWER as an important stakeholder, hopefully for inclusion in the next ROP an improved connection between national and regional level.

Local Authorities are charged with responsibility for development of policies through Local Economic And Community Plans (LECPs). These generally include Actions concerning environmental sustainability, renewable energy and Low Carbon Initiatives. These will play an important role in developing coordinated and integrated Low Carbon Policy at to feed into policy at regional and national level.

Community Based Organisations are delivery agents for low carbon and renewable energy projects on the ground. They have hands-on experience of project delivery, can provide practical feedback from their extensive experience with Better Energy Communities and other initiatives.

Chambers of Commerce provide access to SMEs and can be used as conduits to get SME inputs into new regional policy.

1,470 / 1,500 characters

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

Stakeholders will be involved in all project steps (1. Energy support mapping, 2. Good practice (GP) identification and peer review, 3. Action Plan development).

SEAI and WestBIC will set up their RES (Regional Energy Stakeholder) group and will engage stakeholders in:

- territorial analysis of the Energy Support with a map of strengths and weaknesses
- identification and prioritisation of local needs
- identification of GPs to be shared within the partnership
- peer review evaluation of GPs from other partners' territories
- support in adapting GPs
- contribution to action plan development
- awareness raising and communication activities at local level

WestBIC manages the RES group activities and is in charge of organising the events (1 per semester).

Among the SMEs involved in the group, an energy champion is selected to represent the regional approach towards a low carbon future. Specific focus of the RES group is the work on identifying criteria to enhance support measures on the development of a synergic support scheme able to address the needs of SMEs, also linking together different level of funding (national/regional) and the current community approach.

Selected members of the RES group participate in Interregional project events and in staff exchanges.

The Interreg Europe questionnaire on No. people with increased professional capacity due to participation in interregional cooperation is administrated to the RES group to assess the impact of SME POWER on stakeholders.

1,497 / 1,500 characters



## B.2.6 Policy instrument 6

### B.2.6.1 Definition and Context

#### Definition

Please name the policy instrument addressed. For Structural Funds programmes, please provide the exact name of the Operational or Cooperation Programme concerned.

Sustainable growth and jobs 2014 - 2020 - Finland's structural funds programme

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

The policy instrument addressed by SME POWER is the ERDF Sustainable growth and jobs 2014 – 2020 programme. Specific focus is on Priority Axis 2. Producing and using the latest information and knowledge, which includes a measure on developing solutions based on renewable energy and energy-efficiency.

As a result of R,D&I projects funded in this measure, it is possible to increase the share of renewable energy sources in energy production, develop renewable energy, energy-efficient and material-efficient solutions and promote business competitiveness. The measure provides funding to promote the business environment, rather than funding SMEs directly. It promotes competitiveness and efficiency of the whole supply, production and distribution chain. In particular, opportunities for new energy services, rural business and decentralised energy production solutions are opened. Every year 1.8 Mio € are available and additional calls are expected in 2019 and 2020.

Furthermore, in Finland a total of 25% of all ERDF funding is directed at low-carbon activities. This is because a low-carbon society can only become reality if there are structural changes, new operating approaches and models, product development, investments and development of multi-sectoral expertise.

Heinola needs more synergic measures to fund proposals on R&D&I activities or quadruple helix cooperation that improve energy efficiency not only in single SMEs, but in SMEs of the entire regional value chain.

1,486 / 1,500 characters

Is this an operational/cooperation programme financed by Structural Funds? (Only select YES if this policy instrument is one of the Investment for growth and jobs or European territorial cooperation programmes approved by the EC)

Yes

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

No

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

Regional Council of Päijät-Häme

31 / 300 characters

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

Heinola City envisages two types of improvement of the selected policy instrument.

New projects can be funded to identify ideas for promoting the business environment that merge a variety of actions that SMEs can carry out: improving energy and material efficiency of their operations, improving the development of energy and material efficient products and designing low carbon impact services. This type of project, in line with the ERDF policy framework, can fund regional actors that wish to work together on innovative projects supporting SMEs. It is expected that these projects would have a positive impact on the competitiveness of the SMEs and is in line with the Finnish approach that integrates low carbon measure as a horizontal theme. In an optic of project synergy between funding, it would also be interesting to analysis how such projects could be connected to existing municipal services for SME sustainable development projects.

The Regional Council of Päijät-Häme may influence the regional strategic focus of the Sustainable growth programme and its implementation in the last years of the financing period. Thanks to experiences shared by partners on the different SME support measures and on the move towards a synergic approach, the strategic focus could be shifted to support new solutions improving energy efficiency in the entire regional innovation chain, grouping together up to 20 SMEs that plan to create a low carbon environment for their operations.

1,485 / 1,500 characters

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

N° of SMEs of the innovation supply chain supported through improved policy instrument

86 / 200 characters

#### Territorial context

What is the geographical coverage of this policy instrument?

regional

**What is the state of play of the issue addressed by this policy instrument in the territory? Why is this particular issue of relevance to the territory and what needs to be improved in the territorial situation?**

The initial challenge is the traditional industrial structure of the region, earlier concentrated on large enterprises in pulp and paper sectors, and still relatively low number of SMEs. Population and industries, especially manufacturing, are concentrated around the cities of Lahti and Heinola. There is a growing market for developing innovative energy efficient products and industrial processes. In order to utilise this potential, efficient capacity building and raising of awareness are needed, as well as further development of funding tools based on non-energy intensive SME capabilities and needs.

Regional strengths consist of a strong industrial and resource (wood, agriculture) basis, experience on energy-efficient and ecologic construction and refurbishment and presence of leading Finnish wooden construction companies. Good practices have been developed through public-private cooperation in bio and circular economy, energy efficient wooden buildings (like schools) and in enhancing preconditions for local SMEs in public procurement. Compared to other industries the wood and wood products industry is not considered energy intensive, thus fitting well into the SME POWER target group.

Regional weaknesses are related to capabilities and awareness of the SMEs about energy efficiency in their operations and processes and in terms of potential for new products and services. This is related both to the operation of traditional existing businesses, as well as to the potential of generating innovative products and services by innovative non-energy intensive SMEs and start-ups. There is new business potential, particularly in energy and material efficiency.

There are multiple ongoing efforts via regular municipal business advisory offices and separate development projects aimed at enhancing energy-efficiency with SMEs as main target groups. Furthermore, some national and regional grants are available for public-private co-operation and business projects.

1,982 / 2,000 characters

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

Yes

**If yes, how?**

RIS3 is based on the regional strategy and its implementation programme, the Regional Development Programme 2018-2021. Following an update process 2017, the priorities were slightly modified. Reduction of greenhouse gas emissions is a horizontal approach in the innovation strategy for smart specialisation.

307 / 500 characters

#### B.2.6.2 Partner relevance for policy instrument 6

##### Partner Relevance 1

8-PP Heinola City

**What are the partner's competences and experiences in the issue addressed by this policy? In case the partner is involved in several applications / projects, please justify this multiple involvement.**

Concerning the issue addressed by SME POWER and the selected policy instrument, City of Heinola has a substantial project portfolio (implemented and ongoing efforts) and wide Research, Development and Innovation networks in the field of energy efficiency in construction and reconstruction, as well as bio and circular economy. Currently, it is involved in 4 business-driven technology projects (funded by the regional funding tool "Regional innovations and experimentations, AIKO") that develop energy-efficient new technologies for utilising side streams and waste. Furthermore, the Heinola Economic Development Service Unit provides free counselling and development services to companies. Therefore, in addition to the thematic knowledge, the partners has extensive expertise in SME support services. Advice include directing SMEs towards the right funding opportunity (i.e. in the framework of the Sustainable growth and jobs programme 2014-2020). This is their 1st Interreg Europe experience.

998 / 1,000 characters

**What is the capacity of the partner to influence the above policy instrument 1? (e.g. in case the partner is not the policy responsible organisation, what are its links with this organisation? How is the partner involved in the design and implementation of the policy instrument?)**

City of Heinola is represented with its Councillors in the Assembly and Board of the Regional Council of Päijät-Häme. The Regional Council of Päijät-Häme is a joint municipal authority and is the intermediate body of the Sustainable growth and jobs 2014 - 2020 programme in the Päijät-Häme region. The Council decides on the regional priorities of the programme and implements them. The Regional Council of Päijät-Häme coordinates the regional programme management committee (MYRS). Decision on project financing are made in the Board of the Regional Council of Päijät-Häme, in which the City of Heinola is represented. Strategic work of the Regional Council of Päijät-Häme is based on solid quadruple helix cooperation with all relevant regional actors, especially with its municipalities.

792 / 1,000 characters

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

City of Heinola will share their expertise with partners, including the regional quadruple engagement approach to policy making and the focus on the supply, production and distribution chain. City of Heinola is interested in learning from partners on their SME support measures. The synergic approach to energy efficiency towards which the project works will also benefit Heinola, as it can help them to engage different SMEs with various needs, capabilities and potential.

473 / 500 characters

#### B.2.6.3 Stakeholder group relevant for policy instrument 6

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

Heinola City intends to involve the following stakeholders:

- Regional Council of Päijät-Häme
  - Lahti University of Applied Sciences (LAMK),
  - Lappeenranta University of Technology (LUT)
- Since January 1, 2015, LAMK has been incorporated with LUT and Saimaa University of Applied Sciences into a corporate group (LUT Group)
- Representative of the regional industry including building and construction, energy & heat reuse, bio production, and other players of the ecosystem, including service providers, designers
  - Local and regional Enterprise Associations
  - Regional chamber of commerce - Häme Chamber of Commerce with its local branches)
  - Financial institutions (banks, national and international institutions)

718 / 1,000 characters

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

The Regional Council of Päijät-Häme deals with the management of the policy instrument and is the key member of the regional stakeholder group. The Regional Council of Päijät-Häme discusses the issues in the stakeholder group and with other partners following its usual approach based on involving all quadruple helix actors in policy development. Heinola City maintains contact with them thanks to official Board meetings and bilateral meetings organised throughout the project to update them on project implementation.

The LUT Group is a pioneer institution for Research, Development and Innovation in energy efficiency at regional, national and international level. They bring state-of-art knowledge and forecasts to support the Managing Authority and the RES group in their work.

Regional industry, represented directly and through their business associations and chambers, is the final beneficiary of the measures to be improved. Their participation offers the opportunity to collect bottom up feedback from potential beneficiaries, thus designing policy measures that meet the need of the territory.

Finally, developing closer synergy and collaboration between Financial institutions and regional and EU funding instruments could benefit the support measure to be designed for SMEs. This is relevant also in the broader context of the project to help ensure durability of the results.

1,396 / 1,500 characters

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

Stakeholders are involved in all project steps (1. Energy support mapping, 2. Good practice (GP) identification and peer review, 3. Action Plan development).

Heinola sets up their RES (Regional Energy Stakeholder) group and involves stakeholders in:

- territorial analysis of the Energy Support system with weaknesses and strengths
- identification / prioritisation of needs
- identification of regional GPs
- peer review evaluation of GPs from other partners
- support in adapting GPs to needs
- contribution to action plan development
- awareness raising / communication at local level

The Regional Council of Päijät-Häme (MA) is the key stakeholder involved in all phases of SME POWER to ensure that lessons coming from partners are transferred in the region. Bilateral meetings with Heinola city are organised on top of the Board Meetings. They are involved in the RES group that meets once per semester and participate in project events. Specific focus of the RES group is on investigating synergic measures to fund the entire innovation chain.

Among the SMEs involved, an energy champion is selected to represent the regional approach towards a low carbon future. Selected members of the RES group (including the MA) participate in Interregional project events and in staff exchanges.

The Interreg Europe questionnaire on No. people with increased professional capacity due to participation in interregional cooperation is administrated to the RES group to assess the impact of SME POWER.

1,495 / 1,500 characters

## PART C – Project description

### C.1 Brief history of the project

SME POWER investigates the role that SMEs can play in creating a low carbon future with the support of public funds. Based on an analysis of calls launched within the Low Carbon axis of the Tuscan ROP, the SME POWER Lead Partner (LP) identified an area for improvement in support to SMEs in energy efficiency and renewables. They intend to address the topic with a more synergic view, both tackling the Low Carbon axis and measures on new products or on energy audit financed by different axis of the ROP. Interregional cooperation, with the opportunity to exchange with partners who prioritised funds to support SMEs in shaping a low carbon future in a different way, was identified as a key tool to improve the policy instrument and make it more comprehensive.

SME POWER brings together 7 policy partners, improving 5 ERDF and 1 national policy instruments. It welcomes 1 Advisory Partner, who played an important role in connecting partners interested in this topic, based on its work in the Interreg Europe projects REBUS and ZERO CO2.

History and different levels of development in the continent (in terms of East/West and North/South divide) have led policy makers to adopt support measures for SME investing in low carbon that prioritise different aspects.

Furthermore, ERDF policies that support energy efficiency and renewables operate in a complex context characterised by existence or otherwise of national subsidy schemes, first steps in a subsidy-free environment, incentives on utility bills, volatile energy prices.

The result of these two points is that energy measures for SMEs are often included in different Axis and measures of regional and national strategies. Policy makers must attempt to understand the long term implications of their decisions in such a fragmented context. Their challenge is to design the appropriate measures for a shift towards a low carbon orientated mindset that goes beyond public incentives.

The partnership gathers complementary experiences and different levels of development: LP/P5 focus on promoting energy efficiency and renewables in SMEs, P3 shift the focus of their successful policy for public buildings to target SMEs, P8 supports low carbon products and technologies through business services, P4 targets SMEs as end users in a low carbon perspective P6-7 have a community based approach. SME POWER wants to investigate a synergic approach, which covers all levels in which a SME can be a driver for change (see Section C2). Each carefully selected partner can bring expertise on a piece of that approach. They cover all areas of Europe, so could not have cooperated through any other programme than Interreg Europe.

Partners participated in preparation activities using bilateral conference calls and a policy document highlighting territorial characteristics and needs for improvement. The challenges identified in SME POWER (see Section C3) originated from this initial exchange and proved to be of interest to all partners.

2,990 / 3,000 characters

### C.2 Issue addressed

SMEs can and must play a key role in making Europe a low carbon based economy. Their involvement thanks to improved public policies supporting the low carbon shift will have a positive impact on the EU climate & energy framework and on competitiveness. This goes towards the sustainable growth direction set by Europe 2020.

EU climate & energy framework targets for 2030 build on the 2020 climate and energy package: at least 40% cuts in greenhouse gas emissions (from 1990 levels), 27% share for renewable energy, and 27% improvement in energy efficiency.

According to International Energy Agency's "Accelerating Energy Efficiency in Small and Medium-sized Enterprises – November 2015", SMEs globally consume over 13% of total global energy demand. Meanwhile, the Observatory of European SMEs notes that less than 30% of SMEs in Europe have implemented measures for conserving energy and integrating renewables and only 4% have a comprehensive low carbon approach.

When considering the industrial sector and the impact that policy for low carbon SMEs can have, it is important to distinguish between energy intensive and non-energy intensive companies. Energy intensive companies (e.g. chemical, paper, steel sectors) already contribute to the low carbon shift. Given their cost structure, they have a high return on this type of investment. They are incentivised to appoint Energy Managers, in charge of preparing low-carbon strategies and of defining investments in energy efficiency and renewable energy.

SME POWER regional authorities, who manage funding for energy transition, have noted that companies belonging to the non-energy intensive sector do not have the same approach. It appears that they do not recognise economic benefits or have insufficient resources to invest in auditing, planning and investment phases of energy transition. The result: limited or low-quality participation in public calls targeting energy efficiency, renewables and efficient products. These type of companies are mostly SMEs.

The project is relevant to Priority axis 3 - Low-carbon economy in that it focuses on a key group of actors: non-energy intensive SMEs. By focusing on interregional exchange on policy improvements to support SME in their energy transition, the project contributes to the overall programme objectives and to addressing the transition to a low-carbon economy. Indeed, SMEs can become a driver for a consistent shift towards a low carbon economy on 3 different levels. They can:

- improve their energy conditions enhancing energy efficiency and investing in renewables (own role);
- act as a multiplier, focusing on developing more energy efficient products to be sold on the EU and global market (multiplier);
- set positive examples for workers and invest in capacity building measures, thus helping achieve a wide shift in mentality throughout Europe (positive example).

To this end, policy support should design synergic measures able to support SMEs fulfill their potential addressing all the levels above.

Interregional cooperation is key to identifying potential policy improvements for low carbon SMEs. Different regions approach the issues from different angles, giving different level of priority to the above-mentioned levels and funding only some of the measures on which SMEs could work. Given the desire to move towards a more synergic approach that groups these aspects, interaction with interregional policy makers with complementary experiences can help to design better policies. It can help to make them quickly: learning from the strengths and weaknesses of others. Moreover, being at the end of the programming period, we have many results to demonstrate these successes and shortcomings are available. A wide range of experiences to be analysed, merged and improved are available to feed the interregional learning process.

3,862 / 4,000 characters

### C.3 Objectives

**Programme  
priority specific  
objective the  
project will  
contribute to**

Improve the implementation of regional development policies and programmes, in particular programmes for Investment for Growth and Jobs and, where relevant, ETC programmes, addressing the transition to a low-carbon economy

**Overall objective  
and sub-objectives**

The overall objective of SME POWER is to ensure that public policy for the low carbon economy is better adapted to the needs of non-energy intensive SMEs, thus enabling them to be a key driver in the low carbon shift at European level.

The project helps design public policy that guide EU non-energy intensive SMEs through the investment steps necessary for improving energy efficiency in their processes, buildings and products and for increasing their share of renewable energy. In other words, to support their move towards a synergic approach to low carbon transition that considers all measures in which they can invest. These include: energy audits and monitoring, refurbishment of buildings, improved processes, innovative energy efficient products, capacity building.

In the context of the 3-step methodology of SME POWER (see Section C.4), the sub objectives identified are:

- to foster interregional exchange activities to map support measures in place for SME low carbon transition, targeting the 3 levels on which SMEs can be a driver for change and the resultant synergic approach;
- to identify Good Practices able to inspire change following the SME POWER synergic approach to low carbon transition;
- to develop and implement 6 Action Plans defining policy measure that better support the role of SMEs in shaping a low carbon future.

SME POWER recognises the role of public and private regional players. To this end it aims to:

- engage with stakeholders to move forward a synergic approach to support SMEs investing in low carbon activities;
- to communicate on activities and results, thus contributing to increased SMEs participation in calls on low carbon topics and generating wider awareness.

In the medium term, SME POWER achieves reduced emission and increased use of renewables in non-energy intensive SMEs. In the long term, it achieves enhanced SME competitiveness, thanks to reductions in operational costs and a shift towards more efficient products and processes.

1,996 / 2,000 characters

#### C.4 Project approach

**Describe the project approach to achieve the project's objective and to produce the intended outputs and results.**

SME POWER applies a methodology for interregional learning and exchange that goes from initial regional mapping, to identification of Good Practices to be reviewed in peer groups, to the development of Action Plans for effective policy improvement focused on the low carbon transition.

Interregional exchange is flanked by activities targeting regional stakeholders. They are involved in RES (Regional Energy Stakeholders) groups and support project partners with a key role in all steps of the exchange process.

SME POWER organises a broad set of activities to support the interregional learning process:

- Interregional project meetings organised with participative techniques
- Study visits to see the main strengths of partners' regions first-hand
- Virtual calls between project meetings (group / bilateral)
- Peer review sessions to assess GPs and Action Plans
- Staff exchanges organised in GP owners' regions

Phase 1 activities are structured as follows:

**STEP 1 – Context analysis to map Energy Support offer for SMEs (M1-12)**

Energy measures for SMEs are often included in different Axis and measures of the local/regional/national programmes and strategies. Partners cooperate with stakeholders to analyse different measures of their programmes and strategies dealing with SME support to facilitate the shift towards a low carbon economy and consider their link with the selected policy instrument. The analysis covers measures related to: energy audits and monitoring, refurbishment of buildings, improved production processes, innovative energy efficient products, capacity building. It particularly concerns how non-energy intensive SMEs are targeted through these measures. In addition to policy content, partners evaluate synergies between measures, assess how they are communicated to SMEs and identify possible integration with other financial instruments and with innovative procurement schemes.

Work results in a map (Energy Support Map). The map helps to identify strengths/weaknesses in their policy experiences and to understand what stakeholders, including SMEs themselves, expect and require from public policy.

Interactive sessions at events include presentations of territorial maps and exchange on weaknesses and strengths identified. Starting from identified weaknesses, partners define their needs for improvement and prioritise interventions needed. Meanwhile, strengths are shared to as a source of inspiration for other partners' regions. Study visits also provide input here.

**STEP 2 – Good Practice (GP) identification and peer review (M7-30)**

Based on the strengths mapped during Step 1, partners start identifying GPs tackling the 3 driver levels to be shared within the partnership, policy support for: investment in energy efficiency and renewables; more energy efficient products, including IT; capacity building measures. After an initial presentation during a project event, partners form peer review groups to assess the quality of each GP, based on their needs and on the overall Interreg Europe quality criteria. They consider how elements of different GPs could be merged to represent a more synergic approach to SME support.

Partners then select GPs of interest and schedule bilateral calls and staff exchanges (at least 1 per partner) with the GP owner to gather further details. Participative workshops, peer reviews and study visits facilitate matching of key GP aspects with territorial needs identified during Step 1.

**STEP 3 – Action Plan development and implementation (M13-36)**

Partners develop an Action Plan (AP) for Policy Improvement. Key points in the Plans concern how to improve a synergic approach supporting SMEs as key drivers for a low carbon transition. Depending on the regional context, focus is on: implementation of new projects (e.g. better communications, new criteria); improved governance thanks to better monitoring systems and support measures for applicants; structural change with an increased focus on the role of SMEs in this programming period, also in a view of the next funding period.

AP implementation already begins in Phase 1 for all partners able to make the most of the opportunities for policy improvement that arise.

Phase 2 activities are defined at programme level and include 1 interregional meeting and 1 High-Level communication event. Partners use own resources to implement their Action Plans and share results.

Management and communication activities run for entire project duration. They ensure that the project is in line with objectives and Programme rules. They help create a productive working environment for exchange, in which tasks and responsibility are clear, the communication flow is smooth and partners can express ideas in a friendly context. Communication activities also help identify means to shift the SME mind set.

The budget is balanced between regions, depending on their role, and is based on real costs (average staff costs, travel estimate, quotations from service providers).

4,999 / 5,000 characters

## C.5 Communication strategy

**Describe the communication strategy and the way it will contribute to achieving the project objectives.**

**In the table below, outline your communication objectives, summarise the main target groups and the kind of activities planned to reach each objective. Add line per objective and describe each separately.**

The SME POWER Communication Strategy (CS) is designed following the rules included in the Interreg Europe Programme Manual and adapted to follow the project approach and support achievement of results. The Strategy refers to external and internal communication activities. The Communication Manager (CM – Advisory Partner) drafts the CS and templates to collect information from partners. The CS covers Phase 1 and 2 and details objectives, target groups and messages, indicators, channels and resources. The CS has the following objectives:

- guarantee smooth flow of information within the partnership;
- raise awareness on the low carbon topic and on the link between investment in low carbon and competitiveness;
- engage with regional stakeholders and beneficiaries of support measures to highlight the positive role that can be played by SMEs and their employees;
- disseminate results of Action Plan implementation.

In the experience of partners, communicating on Interreg Europe topics has always been challenging. Thus, they will undertake brainstorming style communication sessions, in which a high number of ideas are shared, with no judgment involved. This is done during interregional event to collect input and to ensure that communication messages of the project have a link to headlines. In this way, they improve quality of the story telling and capture the attention of a broader audience. Influencing methods techniques, that teach how to look at the message from several angles touching on the different interests and personalities of the audience are used to develop convincing arguments. This should help partners achieve communication goals and potentially improve the way support measure for SMEs and their benefits are communicated at partner level.

To guarantee that goals are met, CM is in charge of monitoring results on the basis of the set of indicators included in the CS, collecting information on regional and EU communication activities carried out by partners.

1,997 / 2,000 characters



Objectives	Target group	Activities
<p>Internal communication to ensure smooth management and effective information flow in all project phases – phase 1 and phase 2 – Objective 1</p> <p>139 / 300 characters</p>	<p>Project partners, including all staff members participating in the SME POWER activities (administrative and financial staff, staff members participating in interregional and local events, communication officers, etc.)</p> <p>217 / 500 characters</p>	<p>A bidirectional flow of communication (from and to the Management Team) must be put in place for management activities and to ensure that knowledge generated thanks to the project is shared.</p> <p>High quality internal communication ensures increased ownership and help mitigate risks that might have an impact on project performance.</p> <p>Activities foreseen include:</p> <ul style="list-style-type: none"> <li>- drafting of the Communication Strategy;</li> <li>- communication via email, skype or calls throughout the project;</li> <li>- communication during face to face events, including SG meetings (see Section D for the full schedule);</li> <li>- collection of information through the Monitoring and Evaluation system;</li> <li>- intranet activated for the project (e.g. LIN-A) to store and share project documents;</li> <li>- Reports drafted after project meetings, peer reviews, staff exchanges, RES events.</li> </ul> <p>Performance is evaluated based on the following indicators:</p> <ul style="list-style-type: none"> <li>- N° of events at project level, including staff exchanges and bilateral meetings in which partners participate based on their interest</li> <li>- N° of participants in the events, based on the signature list collected</li> <li>- N° positive feedback / N° negative feedback through monitoring system</li> <li>- N° of active users of the intranet</li> </ul> <p>1,198 / 1,500 characters</p>

Objectives	Target group	Activities
<p>Awareness raising and communication to involve target groups – phase 1 – Objective 2</p> <p>84 / 300 characters</p>	<ul style="list-style-type: none"> <li>- Managing Authorities</li> <li>- Energy agencies</li> <li>- Business support organisations and - innovation clusters</li> <li>- Public administrations at national, regional, local level</li> <li>- Other EU networks and project</li> <li>- Beneficiaries of the support measures</li> <li>- Citizens</li> </ul> <p>244 / 500 characters</p>	<p>Creation of a project brand identity is key to raise awareness of the selected target groups and communicate effectively about SME POWER. Project partners are involved in brainstorming style communication sessions during project events to work collectively on the most appropriate communication messages.</p> <p>In order to create a project brand identity, communication activities include use of:</p> <ul style="list-style-type: none"> <li>- Project logo and acronym provided by Interreg Europe;</li> <li>- Project website and dedicated social media pages (Facebook, Twitter) to be updated by CM on a regular basis;</li> <li>- 1 Project poster displayed in partners' headquarters;</li> <li>- 1 Brochure to present the project and its partnership;</li> <li>- 2 digital newsletters to present activities and results;</li> <li>- 42 media appearances on external media channels;</li> <li>- Article and news on internal website and media / social media channels;</li> <li>- Video with footage collected during project events and RES meetings;</li> <li>- Participation in external EU events to present activities and results (i.e. EU Sustainable Week, European Week of Regions and Cities, IE Programme and Policy Learning Platform events)</li> </ul> <p>Performance is evaluated based on the following indicators:</p> <ul style="list-style-type: none"> <li>- No. of sessions at the project pages per reporting period</li> <li>- No. of followers on social media</li> <li>- No. of brochures distributed</li> <li>- No. of digital newsletters distributed</li> <li>- No. of appearances in external media</li> <li>- No. of appearances in internal media</li> <li>- No. of views of the video</li> <li>- No. of external events participated in</li> </ul> <p>1,486 / 1,500 characters</p>

Objectives	Target group	Activities
<p>Engagement of stakeholders and beneficiaries of the policy instrument - phase 1 – Objective 3</p> <p>94 / 300 characters</p>	<p>Members of the RES groups that include:</p> <ul style="list-style-type: none"> <li>- Managing Authorities</li> <li>- Energy agencies</li> <li>- Business support organisations and - innovation clusters</li> <li>- Public administrations at national, regional, local level</li> <li>- Beneficiaries of the support measures</li> </ul> <p>240 / 500 characters</p>	<p>Achieving a low carbon economy without gaining the interest and the commitment of stakeholders and end-users is impossible. To make this transition possible, partners must engage with political organisations, businesses and workers to increase their understanding of the SME POWER topic and show them the active role that they can play.</p> <p>To support this, partners work with their stakeholders in the RES groups and identify Energy champions, scouted among the SMEs or other business organisations to substantiate their message with direct testimonials.</p> <p>Target groups are narrower than the ones in objective 2, as deeper involvement in activities is foreseen.</p> <p>Activities include:</p> <ul style="list-style-type: none"> <li>- Participation in regional, national and EU dissemination events (i.e. Policy Platform events);</li> <li>- Mid Term dissemination event of Phase 1 (organised in Dublin during Semester 3, joint to the SEAI Energy Show) involving stakeholders from all partner regions and other EU MAs, who shared interest in the topic in the perspective of the 2021-2027 funding period;</li> <li>- Regional dissemination sessions organised with last RES event in each region.</li> </ul> <p>Performance is evaluated based on the following indicators:</p> <ul style="list-style-type: none"> <li>- N° of external events participated in</li> <li>- N° of Energy champions involved with testimonials</li> <li>- N° of participants in the Mid Term dissemination event of Phase 1, based on the signature list</li> <li>- N° of people with increased skills</li> <li>- N° of participant in the Regional dissemination sessions organised with RES events.</li> </ul> <p>1,496 / 1,500 characters</p>

Objectives	Target group	Activities
<p>Dissemination of results of Action Plan implementation – phase 1 and phase 2 – Objective 4</p> <p>90 / 300 characters</p>	<ul style="list-style-type: none"> <li>- Managing Authorities</li> <li>- Energy agencies</li> <li>- Business support organisations and - innovation clusters</li> <li>- Public administrations at national, regional, local level</li> <li>- Other EU networks and project</li> <li>- Beneficiaries of the support measures</li> </ul> <p>233 / 500 characters</p>	<p>Disseminating results achieved thanks to Action Plan implementation is key to showing the benefits of interregional learning activities and the effort carried out by Managing Authorities in improving the way public funds are used.</p> <p>This objective is addressed when first implementation results are available (already foreseen during Phase 1) and continues during Phase 2.</p> <p>Activities foreseen include:</p> <ul style="list-style-type: none"> <li>- Final high level dissemination event to present SME POWER results in front of a EU audience including policy decision makers, energy and business innovation experts, beneficiaries of the support measures;</li> <li>- Website updated with articles on impact achieved at regional level.</li> </ul> <p>Performance is evaluated based on the following indicators:</p> <ul style="list-style-type: none"> <li>- No. of participants at Final public dissemination, based on the signature list collected</li> <li>- No. of hits on the website</li> </ul> <p>858 / 1,500 characters</p>

## C.6 Expected results and outputs of the project

### C.6.1 Overview of the expected outputs and results

Describe in more detail the outputs and results the projects intends to produce. Provide qualitative and quantitative information regarding outputs and results of the project, including those related to management and communication activities.

SME POWER plans to produce the following outputs regarding project management, interregional exchange and communication:

Project Management

- 1 Subsidy Contract and 1 Partnership Agreement
- 1 Monitoring & Evaluation system
- 1 Steering Group, with meetings at least once per semester in Phase 1 and once in Phase 2
- 6 six-monthly progress reports for Phase1 and 1 annual report for Phase 2 with quantitative and qualitative information

Interregional Exchange

- 7 interregional events with 6 study visits in Phase 1 (organised with a mix of plenary and participative sessions, bilateral groups, peer reviews) and 1 Interregional event in Phase 2
- 1 Virtual call at project outset and additional calls between project meetings
- at least 1 staff exchange per partner (with partners visiting GP owners)
- 6 RES group created with participation of local, regional and national stakeholders and 6 RES meetings per semester in Phase1 (total 36)
- 6 Energy Support Maps analysing territorial contexts
- 15 Good Practices identified and assessed through peer review sessions in events and remotely with virtual calls / email exchange
- 6 Action Plans for policy improvement designed in cooperation with RES groups and assessed through peer review sessions
- 120 people with increased skills

Communication

- 1 Communication Strategy, whose effectiveness is guaranteed by specific techniques to define messages and to link it with trending news
- 1 project website (on INTERREG EUROPE website) linked to social media pages
- 1 project intranet
- 1 Brochure and 2 E-newsletters
- 1 Mid Term Dissemination event (Phase1)
- 1 High level Dissemination event (Phase2)
- 42 media appearances achieved by project partners

In cooperation with the RES group, active at regional level, SME POWER plans to obtain the following results:

- development of Action Plans for policy improvement to create more synergic support measures targeting non-energy intensive SMEs, achieved in cooperation with the RES groups thanks to territorial mapping and adaptation of successful Good Practices;
- implementation of the Action Plans defining policy measure that better support the role of SMEs in shaping a low carbon future thanks to new projects (all partners), improved governance (LP,P4,P5,P6-P7) and change of strategic focus of the selected instrument (P3,P8).
- increased awareness and expertise in the topics tackled by SME POWER both among regional stakeholders and beneficiaries of the support measures (SMEs and their employees) to allow SMEs to become a driver for change towards a low carbon future.

SME POWER contributes to the EU 2030 targets thanks to reduced emissions and increased use of renewables supported by improved policy instruments in Europe.

In the long term, SME POWER has a positive impact on sustainable growth and job creation, enhancing the competitiveness of the SMEs and promoting a mind-shift towards low carbon orientated activities in the economy sector.

2,966 / 3,000 characters

### C.6.2 Indicators

Result indicators	Target	
Number of Growth & Jobs or ETC programmes addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed with structural funds link	5	
Number of other policy instruments addressed by the project where measures inspired by the project will be implemented 100% of policy instruments addressed without structural funds link	1	
Estimated amount of Structural Funds (from Growth & Jobs and/ or ETC) influenced by the project (in EUR)	5,620,000	
Estimated amount of other funds influenced (in EUR)	1,200,000	

Policies	Self-defined performance indicators	Target
Policy 1	N° of additional SMEs supported through improved policy instrument	20
Policy 2	N° of new projects supported through policy instrument with shifted focus	6
Policy 3	N° of additional SMEs supported through improved policy instrument	100
Policy 4	N° of additional SMEs supported through improved policy instrument	44
Policy 5	N° of additional SMEs supported through improved policy instrument	30
Policy 6	N° of SMEs of the innovation supply chain supported through improved policy instrument	400

Output indicators	Target
Number of policy learning events organised	44
Number of good practices identified	15
Number of people with increased professional capacity due to their participation in interregional cooperation activities	120
Number of action plans developed	6
Number of appearances in media (e.g. press)	42
Average number of sessions at the project pages per reporting period	1,000

### C.6.3 Innovative character

Even though the low carbon economy topic has been widely financed at EU level, focus has been predominantly on public buildings, transport and public lighting. Addressing the needs of SMEs in this field is challenging. Working with and for non-energy intensive SMEs, SME POWER concentrates its resources on a different target and focuses on an innovative approach able to provide added value in the low carbon context.

While developing the partnership, the LP analysed the ERDF policy focus of several regions. The innovative character of SME POWER is demonstrated thanks to the results of this analysis. A synergic approach to the topic is not widespread. Many transition regions do not fund this topic in the current programming period as they are focusing on public owned assets. Other regions tackle the topic from different perspectives. Partners were selected among those who could fund the SME POWER topic merging different level of development.

Projects funded by IEE (SME Energy) and H2020 (also thanks to the SME instrument) focus on energy check-up, product innovation, technological solutions and capacity building. These projects provide interesting technical tools and inspiring engagement solutions. However, they do not consider the public support dimension, which is at the core of SME POWER.

Concerning Interreg Europe projects, SME POWER differs from what has already been funded.

SME POWER targets non-energy intensive SMEs and promotes a synergic approach. It is not sector specific (unlike BUILD2LC focusing on SMEs in the building sector), it promotes the integration of renewables and a synergic approach targeting SMEs (unlike LOCARBO focusing on capacity building). SME POWER builds on the experiences of successful stakeholder involvement modalities of VIOLET.

Representative of these projects are invited to participate in events to share lessons learnt thanks to their project experience. Other relevant projects are contacted during Policy Learning Platform events.

1,997 / 2,000 characters

### C.6.4 Durability of results

SME POWER tackles a low carbon related issue that is gaining ever more importance at policy and business level. So far, the focus of public funding has been mainly on public buildings. With the public sector now leading by example, a shift towards other beneficiaries is needed. SME POWER places itself at the centre of this shift and intends to investigate the benefit of a synergic approach to funding for SMEs that direct their investment in low carbon activities. If supported by effective policies, SMEs can become a driver for a long-lasting, durable shift thanks to their own role, the multiplier effect of their actions and the positive examples they can set.

All partners are able to influence their policy instrument in this direction, either directly or through active participation of their MAs. Partners that are not MAs involved them actively in the preparation phase to collect feedback on required policy improvements and on resources that are still available to fund new projects. Their commitment in the preparation phase bodes well for commitment during the project. Thus the foundations for durability of project results have been well laid. The partners themselves can also have an impact in terms of durability.

This team of policy making partners and stakeholders will define how to use funding still available in the selected policy instrument (see Part B) for new projects related to the SME POWER objectives. The results of these projects are expected to lead to a shift of focus that could impact on the 2021-2027 funding period as well and include a combination of funding sources, including the private sector (i.e. P8). This ensures durability on the funding side.

Furthermore, the capacity building activities fostered by SME POWER and supported by the communication activities carried out within the project, help trigger a mind-shift in SMEs and workers. Behavioral change in itself is a contributor to a low carbon Europe that ensures durability on the user side.

2,000 / 2,000 characters

### C.7 Horizontal principles

	Type of contribution	Description of the contribution
<b>Sustainable development</b>	Positive effects	<p>SME POWER has a POSITIVE impact on sustainable development. The focus of the project is the support to SMEs investing in a low carbon future.</p> <p>SMEs can and must play a key role in making Europe a low carbon based economy. Their involvement will have a positive impact on the EU climate &amp; energy framework and on the achievement of the EU 2030 targets.</p> <p>All the interregional learning activities and the improvement foreseen in the Action Plans to be drafted by project partners go in this direction.</p> <p>SME POWER achieves the objective of reduced emission and increased use of renewables and, in the long term, it achieves enhanced SME competitiveness, thanks to a reduction in operational costs and a shift towards more efficient products and processes.</p> <p>Promoting activities with positive impact on the environment and on the economy, SME POWER synthetises the two key factors of the sustainable development concept.</p>
		917 / 1,000 characters
<b>Equal opportunities and non-discrimination</b>	Neutral	<p>Impact has been marked as NEUTRAL as this is not the focus of the activities foreseen within SME POWER.</p> <p>However, SME POWER identified 5 aspects in which a SME could invest to achieve a low carbon future. One of this aspect, is capacity building for workers employed by SMEs around Europe.</p> <p>SME POWER has an impact on the way people working in different sectors and with different level of expertise and culture look at the low carbon topic. As different business sectors in the non-energy intensive sector are addressed by the project, SME POWER ranges among the entire social spectrum. The role of each individual irrespective of their ethnic origin, religion, disability, age or sexual orientation becomes key in achieving project results. SME POWER has to communicate in layman terms to foster users' acceptance and their role in the energy sector. To this end SME POWER focuses on communication messages and on collecting inspiring testimonials.</p>
		951 / 1,000 characters
<b>Equality between men and women</b>	Neutral	<p>Impact has been marked as NEUTRAL as this is not the focus of the activities foreseen within SME POWER.</p> <p>Project partners are aware and share the principles of the Strategic Engagement for Gender Equality 2016-2019 that highlights 5 key topics: equal economic independence, equal pay for work of equal value, equality in decision-making, dignity, integrity and ending gender-based violence; and promoting gender equality beyond the EU.</p> <p>All project partners promote equality between men and women in their daily work and their approach to the issue is translated into all the activities carried out within SME POWER.</p>
		617 / 1,000 characters
<b>Digital agenda for Europe</b>	Neutral	<p>Impact has been marked as NEUTRAL as this is not the focus of the activities foreseen within SME POWER.</p> <p>However, Information and Communications Technology can play an important role in improving energy efficiency and facilitating management of renewable energy (see for example the policy improvement expected for Partner 5).</p> <p>In the context of the Digital Single Market, which is part of the Digital Agenda for Europe, digital technology and IT innovation are considered key to achieve a smart, secure and sustainable energy system.</p> <p>Enabling European SMEs to develop energy intelligent products and services is seen as a means to obtain a better integration between the Energy Union and the Digital Single Market.</p> <p>SME POWER is relevant to the Digital Agenda in that it has a specific focus on providing improved support to EU SMEs that want to invest in products that go in the direction of energy efficiency also thanks to smart digital technology.</p>
		949 / 1,000 characters

## C.8 Project management

### C.8.1 Management arrangements

The SME POWER project is coordinated by a Management Team (MT) that includes:

- Project Manager (PM) selected by the LP, who is in charge of overall management and coordination. She manages contacts with the JS and with partners thanks to effective daily communication and internal monitoring. She has previous experience in EU projects and is supported by external experts (selected through public procurement) for partnership coordination and reporting activities.
- Financial Manager (FM) nominated by LP. He is expert in EU / national legislation on ERDF, public procurement, accounting rules, international transactions, and financial control.
- Communication Manager (CM) nominated by P2. He is in charge of communication and an expert in Interreg projects / innovation in the energy sector.
- Exchange Manager (EM) nominated by P3. She is in charge of the coordination of interregional exchange activities. She is an expert in the thematic content. Having performed the role of LP in a 1st call project, she is aware of programme requirements and able to guide partners through the interregional learning process in all its steps and phases.

Members of the MT and external experts are fluent in English and have experience in working with complex international partnership. Management responsibilities are clearly defined and shared among partners to enhance the sense of ownership and make the most of the expertise of the partnership, obtained also thanks to the work in previous Interreg Europe projects.

A partnership agreement including details on how to split the lump sum is signed. Each partner identify team members responsible for financial, communication and exchange activities.

The Monitoring & Evaluation (M&E) system is designed by the MT to assess quality of project activities and respect of the work plan. An M&E template is used to collect qualitative and quantitative information. Mitigation measure (i.e. regarding delays, underspending, absence during events) are identified by the MT based on the results of the M&E activities.

A Steering Group (SG) is created with 1 representative and 1 delegate selected by partners. The SG, chaired by the LP, meets at least twice a year in Phase 1, back to back with Interregional events and once in Phase 2. The decision making modality is consensus, should the need to vote arise the SG deliberates with a 2/3 majority. The SG is in charge of directing and monitoring the project. The SG gives strategic direction to activities, monitors results based on the M&E data, and discusses any major change related to the project or situations that might put project performance at risk.

Project partners believes that the creation of a friendly environment is key to guarantee that experts from different cultures, languages, and backgrounds interact in an effective way. To achieve this, interregional events are important moments. Participative activities are organised throughout the project to build the trust needed to undertake peer reviews that are inspiring and not judgmental. This is key as peer reviews represent a central interregional learning moment during Step 2.

Day to day communication is ensured by the MT that maintains effective communication with partners thanks to emails, phone calls, virtual meetings and constant exchange on deadlines and procedures. Documents are stored in an intranet.

Financial and reporting procedure are presented to partners by the MT at project outset. The MT drafts the project report using partners' inputs on activities, costs incurred, indicators, policy achievements and communication. Partners select their FLCs. Each semester, they provide information to the MT using the M&E template, and submit their expenditure on the iOLF system to obtain FLC approval. The overall progress report is submitted by the MT who deals with the clarification request sent by the JS. Once the report is approved and paid to the LP, the FM transfers the ERDF quota to partners.

3,989 / 4,000 characters

### C.8.2 Project coordinator

Will project management be externalised?

No

### C.8.3 Finance manager

Will financial management be externalised?

No

### C.8.4 Communication manager

Will communication management be externalised?

No



## PART D – Work plan

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

#### Semester 1

##### a) Exchange of experience

The 1st semester is dedicated to mapping each partners’ Energy Support system for SMEs to invest in a low carbon future (Step 1).

The complex SME support context touches upon several measures for change: refurbishment of buildings, improved production processes, innovative energy efficient products, including IT and digital solutions, energy audit, capacity building within SMEs. It refers to the 3 levels on which non-energy intensive SME can drive change: improving their carbon performance (own role), multiplier effect with more energy efficient products (multiplier), positive example through capacity building for a mind shift (positive example).

This complexity demonstrates why SME support for low carbon actions are often addressed by different policy instruments and why mapping is the best tool to answer the following questions: are the identified measures and levels funded in the region? How? By whom? What are the strengths and weaknesses? How are policy tools monitored? How are funding opportunities communicated?

The LP prepares a template and guidelines for the mapping exercise, which allows partners to analyse each policy instrument (starting from the one selected within SME POWER) from the point of view of the existence of and the strengths and weaknesses of each measure supported and level addressed.

A virtual meeting is organised during Month (M) 1. LP presents the mapping concept. P2 presents the Stakeholder Engagement Matrix concept (draft prepared previously) to guide partners in stakeholder selection. Regional stakeholders play a central role in this phase. Each partner uses the matrix to set up its RES (Regional Energy Stakeholder) group.

During the 1st Interregional Event (IE1 - M2 – Siena), partners start completing the Energy Support map. They undertake two introductory exercises. The first is an interview, using questions prepared by P3 (Exchange Coordinator) and matching partners with each other, to gather initial perspectives on their current policy context. The second is a force field analysis to identify forces for change and forces resisting change and brainstorm on this. LP and Tuscany Region (policy Managing Authority) organise a study visit to meet regional non-energy intensive SMEs and see first-hand the support provided.

Throughout the project, partners engage stakeholders in participative activities similar to those carried out at interregional level and adapted to territorial characteristics where necessary. Thus, after IE1, partners use the interview structure to interview 3 stakeholders (including their Managing Authorities) to collect their perspectives. Each partner organises its first RES event, to share interregional knowledge and involve a wide number of stakeholders in mapping. A territorial force field analysis is carried out during the event, capturing a comprehensive overview of the context.

By the end of the semester, a first draft of the Energy Support maps are ready and uploaded onto the intranet.

2,999 / 3,000 characters

##### b) Communication and dissemination

P2 nominates a Communication Manager (CM). The LP supports CM in the coordination tasks and all partners provide input. CM contributes to the project poster and website content and creates the social media pages.

CM drafts a Communication Strategy (CS) with templates to collect inputs, targeting internal and external communication at project and partner level.

During the virtual meeting (M1), P2 presents communication requirements. P2 sends ppt template with the SME POWER logo and the final version of the poster. All partners display the poster at the entrance of their headquarters.

During the 1st Interregional Event (IE1, M2- Siena), CS and templates are presented. Partners participate in a brainstorming session (where ideas can be shared freely to enhance creative thinking) to define the SME POWER message. Video footage is recorded at the event. After IE1, CM updates CS.

Using the templates developed by the CM, partners send information for the website (activities with RES group, external events).

CM drafts project brochure for partners’ approval and circulates the final version by M6.

Partners update their website with project information, a link to the project website and the logo. 1 appearance per region is achieved and recorded by each partner on the programme Google Drive.

For internal communication, CM sets up an intranet (LIN-A) to share documents.

SME POWER participates in the Policy Learning Platform and external events.

1,456 / 1,500 characters

### c) Project management

The LP signs the Subsidy Contract with the Interreg Europe Managing Authority and drafts the Partnership Agreement (PA). The PA includes a detailed budget for Phase 2 to divide, on the basis of tasks and responsibilities, the lump sum that will be given to the project. Partners approve and sign the PA.

During the virtual meeting (M1), the Management Team (MT) clarifies programme requirements and allows partners to pose questions. Partners initiate the selection procedure of their first level controllers (FLC), following national level rules regarding centralised and decentralised systems.

The Communication Manager creates folders in the project intranet (LIN-A) so that partners can store documents.

The Steering Group (SG) regulations and Monitoring & Evaluation (M&E) system to collect information on costs to be reported, indicators, results and activities are designed by the MT and shared with partners.

The Steering Group (SG) is instated with 1 representative and 1 delegate per partner.

The 1st SG meeting is organised back to back with IE1 (M2–Siena). All partners participate. The MT explains responsibilities, rules, deadlines and procedures to ensure smooth administrative and financial reporting on iOLF. SG approves regulations and M&E.

Minutes and presentations are uploaded onto the project intranet.

The budget is based on actual costs for event organisation (LP), T&A and external expertise (stakeholder travel, events, printing communication material, external support).

1,500 / 1,500 characters

### Main Outputs

1 Subsidy contract signed  
1 Partnership Agreement drafted and signed by all partners  
1 SG (Steering Group) created  
1 SG regulation approved  
1 Monitoring & Evaluation System designed and approved  
1 project intranet activated  
1 Interregional event held back to back with SG meeting, with to do list and minutes  
6 RES (Regional Energy Stakeholders) groups created  
6 RES events organised  
1 Stakeholder engagement matrix template drafted and filled in by partners  
1 Energy Support Map template prepared and approved  
6 Draft Energy Support Maps prepared and shared  
1 Communication plan prepared and approved  
1 project poster printed by all partners and displayed in their headquarters  
1 project website hosted on the Interreg Europe website  
1 Brochure prepared  
7 media appearances achieved (average 1 per region and 1 for the Advisory Partner)

838 / 1,000 characters

## Semester 2

### a) Exchange of experience

The 2nd semester continues work on the Energy Support mapping, flanked by initial work on Good Practice (GP) identification (Step 2).  
P3 (Exchange Coordinator) prepares for the 2nd Interregional Event (IE2) by studying partners' draft maps, ready to provide feedback.  
IE2 is organised in Heinola by P8 (M7). During the event, partners present results of the various elements of their mapping, including feedback from stakeholders. Moderated by P3, they take part in participative sessions to discuss and gather an external perspective on their process and initial results. Representatives of projects from previous calls that may have engaged in relevant activities (e.g. BUIILD2LC / LOCARBO) will be invited to share their experience.  
P3 also introduces the concept of transforming weaknesses to needs and strengths to GPs. She shares a Matrix for translating a weakness into a policy need that can be addressed by an Action Plan. Partners test it, using initial mapping results. P3 introduces the concept of GP, criteria that characterise them and the Interreg Europe GP template. Partners discuss which of the strengths identified during mapping could be considered GPs. For instance, P8 presents possible strengths emerging from their mapping of the support to public-private cooperation for enhancing SME growth thanks to investments in energy efficient products. P8 organises a study visit to production sites dealing with wood construction, energy efficient refurbishment and clean-tech.  
After IE2, partners organise their 2nd RES event. It replicates interregional work. RES members focus on policy strengths and, based on feedback received at IE2, research experiences that might fit the GP criteria and move towards a synergic approach. It also considers weaknesses: members undertake the matrix-based activities to turn weaknesses into policy needs. They propose an initial prioritisation based on level of importance and level of difficulty to address each need.  
Partner fill in the GP template (expected 2 per partner) describing the experiences selected. They also finalise their Energy Support mapping by M11.  
IE3 is organised in Durham by P4 (M12). Partners share the needs identified, which are grouped by SME support measure and level. They participate in quick GP presentation rounds, followed by assessment and ranking. Using a matrix format, they initiate a matching between their needs and the GPs available. P3 also presents an extended version of the GP template, adding more SME POWER specific fields and partners discuss how to complete it.  
P4 organises a study visit to SMEs that have succeeded in making energy efficiency savings as a result of the Business Energy Efficiency Project.  
After the meeting, the LP shares list of partners' needs, completed GP templates, ranking defined during the interregional event and initial matching matrix. Partners forward these to stakeholders, giving them time to read the documents and prepare for the next RES event (Semester 3).

2,999 / 3,000 characters

### b) Communication and dissemination

CM coordinates internal and external communication activities. Each partner is responsible for regional level communication, for providing contributions and reporting back to CM.  
Partners print, translate, if needed, and distribute the brochure.  
During the 2nd interregional event (IE2, M7- Heinola), partners participate in a brainstorming session to identify means to link SME POWER to the headlines of the moment, thus producing better storytelling. Video footage is recorded at the event.  
Partners select the Energy Champions within the members of their RES groups and collect testimonials from them.  
During IE3 (M12–Durham), partners work on the organisation of the Mid Term dissemination event planned for semester 3 identifying targets groups, messages, means to involve stakeholders. Video footage is recorded at the event.  
Using the templates developed by the CM, partners send information for publication on the website (Energy Champion testimonials, events participated in).  
CM updates the project website and social media thanks to this input and with articles that he writes to sum up activities and first results of the mapping and the events (e.g. articles after IE2 and 3 to share insights obtained thanks to interregional exchange and visits).  
1 media appearance per region is achieved by each partner and recorded on the programme Google Drive sheet.  
CM keeps the intranet up-to-date.  
SME POWER participates in the Policy Learning Platform and external events.

1,479 / 1,500 characters

### c) Project management

The Management Team (MT) uses the M&E template to collect and check information from partners for the 1st financial and technical Progress Report (including costs to be reported, activities, link with the project work plan, initial work towards Action Plan / interesting policy developments). Partners undertake internal reporting procedures, submitting costs to their FLC to receive the Control Confirmation.  
2nd SG meeting is organised back to back with IE2 (M7 – Heinola). All partners participate. The MT updates partners on project reporting and clarifies any open questions. Minutes and presentations are uploaded onto the project intranet.  
MT provides support to partners for management and reporting issues.  
MT finalises the Progress Report (PR1) and submits it to the JS through the iOLF system including certificates from all partners before the deadline. MT provides answers to eventual JS clarification requests.  
3rd SG meeting is organised back to back with IE3 (M12–Durham). All partners participate. Content includes reporting and general administrative/financial updates, including any issues arising. MT presents an overview of information gathered in PR1, spending levels and clarification received by the JS. Minutes and presentations are uploaded onto the project intranet.  
The budget is based on actual costs for event organisation (P8 and P4), T&A and external expertise (stakeholder travel, printing / translating communication material, e.g. brochure, external support).

1,496 / 1,500 characters

**Main Outputs**

1st Financial and Technical Progress Report submitted by official deadline  
2 Interregional events held back to back 2 SG meetings, with to do list and minutes  
6 RES events organised  
6 Energy Support Maps finalised  
1 Good Practice template shared and approved, with relative criteria for their evaluation  
12 Good Practices identified and shared among partners in initial discussions  
1 initial matrix matching identified policy needs from all partners with identified Good Practices  
1 project website updated with social media pages  
1 Brochure printed and distributed by all partners  
7 media appearances (average 1 per region and 1 published by the Advisory Partner)

666 / 1,000 characters

## Semester 3

### a) Exchange of experience

The 3rd semester continues GP identification and peer review and launches Step 3, Action Plan development. Based on feedback and questions on GPs from other partners during IE3, partners complete the short GP template (compliant with Interreg Europe on-line character limits) and the longer, SME POWER adapted version. The share both versions on the intranet.

Partners organise their 3rd RES event. Stakeholders support them in the work initiated at interregional level to link the GPs shared by other partners to the territorial needs identified and prioritised previously. As a result, each RES group identifies the most relevant GPs that they would like to investigate further.

To contribute to interregional exchange, they analyse the list of other partners' needs to scout out territorial experiences that might fit the GP criteria and offer a solution to a partner need. If solutions are found, they are described in the short GP template and shared with partners. It is expected that min.3 new GPs will be identified in this way.

Partners confirm their interest in GPs by M15, in time to organise exchange at IE4.

P3 adapts the Interreg Europe Action Plan template to SME POWER to integrate a synergic approach focus, before IE4.

The 4th IE is organised in Dublin by P6/P7 (M16). P3 introduces the adapted Action Plan template to clarify the link between the work carried out on GPs and the policy improvement objective to be achieved. As the event is held back to back with the Mid Term Dissemination event, stakeholders from all partner regions are expected to participate. The focus is Peer Reviews: horizontal evaluation sessions that have a long tradition in the research sector and can be adapted to cooperation projects. At this stage, partners know each other well and can ask challenging questions, share expertise and give advice openly. In this event, Peer Reviews are organised based on the expression of interest for each GP, with the GP owner and partners that have confirmed interest in it. P3 shares guidelines setting the rules and identifying a first set of questions to be addressed. For the GP owner, it is motivating to present in front of an audience that review the quality of the work carried out. For the partners interested in the GP, the review represent a chance to learn in detail about it.

A specific session and visit is organised with local stakeholders to present the results of two policies implemented in Ireland: a programme supporting commercial businesses (EXEED grant scheme) and the Better Energy Communities experience.

After the meeting partners prepare long templates for new GPs identified (if considered of interest).

LP and P3 organise bilateral calls to guide partners in drafting the first version of the Action Plan. During these calls, the Exchange Coordinator answers any specific questions on template provided and on the drafting processes. She links the template to the specific policy instruments identified during project preparation.

3,000 / 3,000 characters

### b) Communication and dissemination

CM keeps coordinating internal and external activities with partners reporting back to him.

Video footage recorded during the first 3 IEs is used to prepare a short video (using online editing tools) to publicise the Mid Term dissemination event planned for this semester.

The Mid Term dissemination event is held back to back with IE4 (M16- Dublin). It is open to partners, stakeholders, including the Energy Champions and is organised in Dublin during the SEAI Energy Show, Ireland's leading business to business sustainable energy event. P6-P7 organise a press campaign. The event allows SME POWER partners and stakeholders to disseminate information about the project and the theme of low carbon SMEs well beyond the partnership.

Live coverage of the event is ensured on social media (tweeter feed) and video footage is recorded.

An E-newsletter is drafted by CM, including testimonials from Energy Champions and results of the Mid Term event, by M18.

Using templates developed by the CM, partners send information for publication on the website (activities with RES group, testimonials from Energy Champions, events participated in).

CM updates the project website and social media pages, with partner input.

1 media appearance per region is achieved by each partner and recorded on the programme Google Drive sheet.

CM keeps the intranet up-to-date.

SME POWER participates in the Policy Learning Platform and external events.

1,435 / 1,500 characters

### c) Project management

The FM transfers the ERDF quota to partners as soon as the payment for PR1 is received by the LP.

MT uses the M&E template to collect and check information from partners for the 2nd financial and technical Progress Report (including costs to be reported, activities, link with project work plan, initial work towards Action Plan / interesting policy developments). Partners undertake internal reporting procedures, submitting costs to their FLC to receive the Control Confirmation.

MT finalises the Progress Report (PR2) and submits it to the JS through iOLF, including certificates of all partners, before the deadline. The MT provides answers to eventual JS clarification requests.

4th SG meeting is organised back to back with the IE4 (M 16–Dublin). All partners participate. Content includes reporting and general administrative/financial updates, including any issues arising. A session is dedicated to an overall evaluation of project activities, with monitoring of objectives, deadlines and expectations. As the project reaches the mid-way point of Phase 1, this is the moment to analyse any performance risks and to mitigate them. Minutes and presentations are uploaded onto the project intranet.

MT provides support to partners for management and reporting issues.

The budget is based on actual costs for project and Mid Term dissemination event organisation (P6 and P7), T&A and external expertise (stakeholder travel, event costs, external support).

1,463 / 1,500 characters

#### Main Outputs

2nd Financial and Technical Progress Report submitted by official deadline  
1 Interregional event held back to back with SG meeting, with to do list and minutes  
6 RES events organised  
Peer reviews on GPs organised during 4th Interregional Event  
Interreg Europe GP templates and extensive SME POWER templates filled in for 12 GPs identified in Semester 2 and for further 3 GPs identified in this Semesters and all GPs uploaded onto the SME POWER webpage  
1 SME POWER Action Plan template prepared and approved by partners  
6 bilateral calls to discuss Action Plan development  
1 project website updated with social media pages  
1 Video published  
1 E-newsletter designed and ready for distribution  
1 Mid Term dissemination event organised during the SEAI Energy Show  
7 media appearances (average 1 per region and 1 published by the Advisory Partner)

844 / 1,000 characters

## Semester 4

### a) Exchange of experience

The 4th semester continues GP identification and peer review and Action Plan development. Partners organise their 4th RES event. The RES group supports Action Plan development. In this semester, regional work precedes and prepares for interregional work. Based on the work undertaken to understand GPs, analyse the policy context and needs, and on information on resources still available in the selected policy instrument, partners ask their stakeholders to draft their ideal Action Plan. If they were the policy Managing Authority, how would they achieve improvements? What would they prioritise and why, considering resources available? This participative session provides partners with useful ideas for Action Plan development. Managing Authorities involved in the RES are the main players. However, ideas provided by stakeholders with different background help collect different inputs and move towards a more synergic approach. Partners work on drafting their Action Plan taking into consideration these inputs and preparatory work in previous semesters. GP owners and learning partners organise bilateral calls to discuss GPs that should provide input to Action Plans (expected 1 bilateral call per Action Plan – total 6). IE5 is organised by P5 (M22–Leon). Partners present their draft Action Plan, during a participative session for policy improvement assessment. Guided by P3 they answer a set of questions: is the policy addressed the one included in the application form? Are partners in contact with the people who make decisions? Have they involved them in their RES group, according to the Stakeholder Engagement Matrix (prepared in Semester 1)? Are they aware of timing for calls in the framework of the policy instrument selected? Are there additional improvement that could be achieved? How clear is link between policy improvement and lessons learnt thanks to SME POWER? Partners participate in bilateral meetings held in rotation to define a work plan for activities to be carried out in the following months. Based on the interest in the respective GPs, partners define a schedule for staff exchanges they are interested in. These should be organised between semester 4 and 5 and should allow learning partners to have hands-on knowledge of GPs of interest, with a focus on what can be transferred and how. During the meeting a study visit to learn about a computer platform that captures information from multiple databases working with Big Data and facilitating monitoring of indicators is organised. After the event, partners continue Action Plan development, using policy improvement assessment session to enhance the quality of content. Partners participate in staff exchanges organised by the GP owners (at least 1 per partner during the project, expected 2 in this semester). After the staff exchange, learning partners fill in a template prepared by P3 to collect information on lessons learnt and on ideas to adapt / integrate practices within their Action Plan.

2,993 / 3,000 characters

### b) Communication and dissemination

CM keeps coordinating internal and external activities, with partners reporting back to him. Each partner is responsible for communication at territorial level. Partners distribute the 1st E-newsletter using their mailing lists. CM edits the video footage the Mid Term event and publishes a short video. During IE5 (M22–Leon), partners participate in a communication evaluation session. Based on the objectives identified in the application form and detailed in the Communication Strategy, they assess communication results achieved so far. They explore influencing method techniques, with exercises on how to look at communication messages from different angles, touching on the interest and personality of the target audience. This session helps partners identify the best ways of addressing their target groups and of correcting shortcomings identified during the evaluation session. Video footage is recorded during IE5. Using the templates developed by the CM, partners send information for publication on the website (activities with RES group, events). CM updates the project website and social media with this input and with articles that he writes to sum up the results achieved with the Mid Term event. 1 media appearance per region is achieved and recorded by each partner on the programme Google Drive sheet. CM keeps the intranet up-to-date. SME POWER participates in the Policy Learning Platform and external events.

1,434 / 1,500 characters

### c) Project management

The FM transfers the ERDF quota to partners when payment for PR2 is received. MT uses the M&E template to collect and check information from partners for the 3rd financial and technical Progress Report (costs, activities, link with the project work plan, work towards Action Plan / interesting policy developments). Partners undertake internal reporting procedures, submitting costs to their FLC to receive the Control Confirmation. MT finalises the Progress Report (PR3) and submits it to the JS through iOLF, including certificates of all partners, before the deadline. MT provides answers to eventual JS clarification requests. In preparation for the SG meeting, MT prepares a budget overview outlining any differences with the spending plan and ask partners to analyse it. 5th SG meeting is organised back to back with IE5 (M 22– Leon). All partners participate. Content includes reporting and general administrative/financial updates. A session is dedicated to analysis of the project budget, to identify any underspending or overspending risks based on costs certified in Progress Reports and on forecasts provided by partners. Minutes and presentations are uploaded onto the project intranet. MT provides support to partners for management and reporting issues. The budget is based on actual costs for project event organisation (P5), T&A and external expertise (stakeholder travel, events, external support).

1,419 / 1,500 characters

#### Main Outputs

3rd Financial and Technical Progress Report submitted by official deadline  
1 Interregional event held back to back SG meeting, with to do list and minutes  
6 RES events organised  
6 Draft Action Plans finalised, including results from 6 bilateral calls on Good Practices and from an interregional policy improvement assessment  
2 Staff exchanges held  
1 project website updated with social media pages  
1 E-newsletter distributed by all partners  
7 media appearances (average 1 per region and 1 published by the Advisory Partner)

524 / 1,000 characters



## Semester 5

### a) Exchange of experience

The 5th semester continues GP identification and peer review and Action Plan development.

The semester starts by revising the Energy Support Map, which identified how non-energy intensive SMEs investing in low carbon were supported. This allows partners to check that Action Plan development is consistent with territorial characteristics and needs, dealing with the 3 levels on which SMEs can drive change. Now that partners have a clearer idea of their territorial situation (Step 1) and of GPs available (Step 2), they can propose a synergic approach for policy improvement. On this basis, using bilateral contacts with their Managing Authorities, partners update their Action Plan.

Partners participate in staff exchanges organised by the GP owners (expected 4 in this semester). After the staff exchange, learning partners fill in the template on lessons learnt and on ideas to adapt the practice within their Action Plan.

IE6 is organised by P3 in Ptuj (M29). The meeting is dedicated to Action Plan Peer Review. The methodology used is the same applied during semester 3. The only difference is that Action Plans are presented to all partners and not to a subgroup. Each partner delivers a presentation. Peer reviewers ask challenging questions about feasibility, share expertise, give advice based on their own Action Plan development experience, support partners in finding solutions to problems and stress the focus on the need to design a synergic approach. A second session, led by P2 (Advisory Partner) in seminar format, considers the question of capacity building measures and means to enhance behavioural change. SME POWER partners believe that a change in the energy behaviour of SMEs and workers is an essential part of the shift to a low carbon economy and work to achieve this. P3 organises a study visit to a smart energy efficient building, owned by MENERGA, a high-tech engineering company that provides energy efficient air conditioning, heating and cooling. Their office building has an integrated energy concept awarded by the EU GreenBuilding in 2008.

Partners organise their 5th RES event. They update stakeholders, who did not participate in exchange abroad or have the chance to meet interregional partners visiting their region. They apply the peer review approach at regional level, asking each different type of stakeholder to pose questions and suggestions about feasibility. For example, Energy champions bring their on-field experience to the table. They investigate opportunities to begin Action Plan implementation and to make use of SME POWER to improve other aspects of their policy. In parallel, they consider the knowledge on capacity building shared at IE5 and consider how this could be promoted in their territory.

Partners consider the Action Plan as a living document and update it based on RES input.

Some partners, depending on the timing of the last calls to be funded during the current period, begin Action Plan implementation.

2,982 / 3,000 characters

### b) Communication and dissemination

CM coordinates internal and external activities. Each partner is responsible for communication at territorial level and for reporting back to CM.

During the 6th IE (M29– Ptuj), partners participate in an interactive session to decide on the content of the 2nd E-newsletter. Through a guided discussion, they identify the priorities to be highlighted in each partner territory in order to support policy improvement. Based on priorities identified, partners present a set of possible articles and the others vote to identify the most interesting content for the E-newsletter. Video footage of IE6 is recorded.

Based on the feedback collected during IE6, CM drafts the index of the 2nd E-newsletter and shares it with partners for their approval. Following approval, partners are asked to send contributions regarding their section of the E-newsletter.

Using the templates developed by the CM, partners send information for publication on the website (activities with RES group, proposed Actions, events). CM updates the project website and social media thanks to partner input and with articles that he writes to sum up the testimonials of the energy champions collected by each partner.

1 media appearance per region is achieved and recorded by each partner on the programme Google Drive sheet.

CM keeps the intranet up-to-date.

SME POWER participates in the Policy Learning Platform and external events.

1,407 / 1,500 characters

### c) Project management

The FM transfers the ERDF quota to partners as soon as the payment for PR3 is received by the LP.

The Management Team (MT) uses the M&E template to collect and check information from partners for the 4th financial and technical Progress Report (including costs to be reported, activities, link with the project work plan, work towards Action Plan, policy developments/improvements). Partners undertake internal reporting procedures, submitting costs to their FLC to receive the Control Confirmation.

MT finalises the Progress Report (PR4) and submits it to the JS through the iOLF system including certificates of all partners before the official deadline. The MT provides answers to eventual JS clarification requests.

6th SG meeting is organised back to back with IE6 (M 29– Ptuj). All partners participate. Content includes reporting and general administrative/financial updates, including any issues arising. Partners discuss budget modification to decide whether a major project change should be requested to the JS or not. Minutes and presentations are uploaded onto the project intranet.

MT provides support to partners for management and reporting issues.

The budget is based on actual costs for project event organisation (P3), T&A and external expertise (stakeholder travel, events, external support).

1,314 / 1,500 characters

**Main Outputs**

4th Financial and Technical Progress Report submitted by official deadline  
1 Interregional event held back to back with SG meeting, with to do list and minutes  
6 RES events organised  
6 Draft Action Plans updated  
6 Peer Reviews on Action Plan organised during 6th Interregional Event  
4 Staff exchanges held  
1 project website updated with social media pages  
7 media appearances (average 1 per region and 1 published by the Advisory Partner)

441 / 1,000 characters

## Semester 6

### a) Exchange of experience

The 6th semester focuses fully on Action Plan development (with implementation beginning where possible). P3 drafts a document dealing with Action Plan Implementation and Monitoring. The document includes guidance on activities to be carried out to ensure that monitoring information on implementation are collected during Phase 2. This is in line with the requirements of the Interreg Europe Programme, concerning Phase 2 activities and includes details on results achieved, details on the action implemented and justification of deviations.

Partners, who are able to begin Action Plan implementation in Phase 1 report back to the partnership to share their experience and provide feedback to P3 on the Implementation and Monitoring document. They can test it in practice and share interesting insights from a user perspective. P3 updates the document following their advice.

During the 6th RES event, partners administer to their stakeholders the Interreg Europe questionnaire on No. people with increased professional capacity due to participation in interregional cooperation. They use this opportunity to collect feedback on the impact and importance of interregional cooperation.

By M34, RES groups validate the final version of the Action Plan and are involved in participative sessions to share ideas and proposals on how to link the work done within SME POWER to the next funding period (2021 – 2027). Based on this, each partner prepares an Annexe to the Action Plan that sums up inputs collected for the 2021-2027 programming period.

The 7th Interregional Event (IE7) is organised by P2 in Brussels (M35). The event is a chance for partners to present the final versions of their Action Plans, explaining how lesson learnt thanks to SME POWER inspired improvement. Partners agree on the content of the Implementation and Monitoring document for Phase 2 and schedule a virtual meeting to be organised during M42 to share intermediate results related to monitoring.

During the event, partners are involved in a participative session to discuss the Action Plan Annexes on the 2021-2027 programming period. Focus is on how to integrate in the future policy instruments the work done within SME POWER to maximise the chances of SMEs becoming key drivers for a low carbon Europe.

Partners discuss further cooperation opportunities to continue supporting SMEs on the 3 levels identified by SME POWER: SME own improvement in energy efficiency and in renewables, multiplier effect thanks to innovative energy efficient products, and positive examples in view of a shift in mentality throughout Europe.

2,604 / 3,000 characters

### b) Communication and dissemination

CM keeps coordinating internal and external activities, with partners reporting back to him.

Each partner is responsible for regional level communication.

CM finalises the 2nd E-newsletter by M33, partners distribute it.

During the 7th IE (M35–Brussels), CM presents requirements for Phase 2. To start organising the High level dissemination event foreseen in Phase 2, partners work together on drafting the agenda, addressing the following key concepts:

- 1) SMEs form the backbone of the economy, their potential remains untapped, when it comes to energy efficiency and renewables;
- 2) The huge and increasing number of SMEs operating across the EU means that a change in their energy behaviour is an essential part of the shift to a low carbon economy;
- 3) Policy support directed towards a low carbon future is key to achieve a positive impact.

Video footage of IE7 is recorded.

CM edits the video footage collected and publish a short video summing up Phase 1 results.

During last RES event a dissemination session with a wider audience is organised to share results.

Using the templates developed by the CM, partners send information for publication on the website (activities with RES group, finalised Action Plans). CM updates the project website and social media.

1 media appearance per region is achieved and recorded by each partner on the programme Google Drive sheet.

CM keeps the intranet up-to-date.

SME POWER participates in the Policy Learning Platform and external events.

1,490 / 1,500 characters

### c) Project management

The FM transfers the ERDF quota to partners as soon as the payment for PR4 is received by the LP.

The MT uses the M&E template to collect and check information from partners for the 5th financial and technical Progress Report (including costs, activities, link with the project work plan, work on Action Plan, policy improvements). Partners undertake internal reporting procedures, submitting costs to their FLC to receive the Control Confirmation.

MT finalises the Progress Report (PR5) and submits it to the JS through iOLF including certificates of all partners before the official deadline. The MT provides answers to eventual JS clarification requests.

7th SG meeting is organised back to back with IE7 (M 35 – Brussels – organised by P2). All partners participate. Content includes reporting and general administrative/financial updates, including any issues arising. A session is dedicated to analyse activities to be carried out during Phase 2, according to Interreg Europe requirements. The share of tasks, resources and responsibilities, agreed on with the signature of the Partnership Agreement at project outset, is reminded to partners by the MT. Minutes and presentations are uploaded onto the project intranet.

MT provides support to partners for management and reporting issues.

The budget is based on actual costs for project event organisation (P2), T&A and external expertise (stakeholder travel, events, external support).

1,445 / 1,500 characters

**Main Outputs**

5th Financial and Technical Progress Report submitted by official deadline  
1 Interregional event held back to back SG meeting, with to do list and minutes  
6 RES events organised  
6 finalised Action Plans prepared and approved  
6 Action Plan Annexes on impact on the 2021-2027 programming period  
1 template for Action Plan Implementation and Monitoring  
1 project website updated with social media pages  
1 E-newsletter finalised by P2 and distributed by all partners  
7 media appearances (average 1 per region and 1 published by the Advisory Partner)

547 / 1,000 characters

## D.2 PHASE 2 - Detailed work plan per period

### Semester 7

#### a) Action plan implementation follow-up

Each region starts the implementation of its action plan. The relevant stakeholders for the implementation are mobilised. Each partner monitors the action plan implementation by contacting the stakeholders and beneficiaries of the different actions.

249 / 3,000 characters

#### b) Communication and dissemination

The partners ensure regular updates of the project website with information on the action plan implementation.

110 / 1,500 characters

#### c) Project management

The lead partner coordinates, finalises and submits the progress report related to the previous reporting period to the joint secretariat.

138 / 1,500 characters

#### Main Outputs

Website updates  
1 progress report (covering last semester of phase 1)

70 / 1,000 characters

### Semester 8

#### a) Action plan implementation follow-up

Each partner finalises the monitoring of the action plan implementation.  
Each partner discusses the results of this implementation with the relevant regional stakeholders and beneficiaries. All partners meet to exchange and draw conclusions on the action plan implementation. This last exchange of experience event is organised back to back to the final dissemination event.

374 / 3,000 characters

#### b) Communication and dissemination

The partners organise a final dissemination event gathering executives and policy makers from the regions and from other relevant institutions. The aim is to promote the project achievements and to disseminate the results of the action plan implementation to a large audience. The partners ensure regular updates of the project website with information on the action plan implementation.

387 / 1,500 characters

#### c) Project management

Each partner summarises the level of achievement of its action plan. The lead partner coordinates, finalises and submits last progress report to the joint secretariat.

167 / 1,500 characters

#### Main Outputs

1 project meeting (with participation of at least 90% of partners involved in phase 2)  
Website updates  
1 high-level political dissemination event (with min number of participants)  
1 annual progress report

204 / 1,000 characters

## PART E – Project budget

### E.1 Budget breakdown per budget line and partner

Partner	Preparation costs	Staff costs	Office and administration	Travel and accommodation	External expertise and services	Equipment	Phase 2 lump sum	Revenues	Total partner budget
1-LP Resources Recovery Regional Agency	15,000	149,600	22,440	14,880	127,158	0	102,000	0	431,078
2-AP European Institute for Innovation - Technology e.V.	0	115,000	17,250	13,760	16,100	0	0	0	162,110
3-PP Local Energy Agency Spodnje Podravje	0	87,000	13,050	12,720	9,850	0	0	0	122,620
4-PP Durham County Council	0	140,000	21,000	12,720	14,400	0	0	0	188,120
5-PP Regional public Energy entity of Castilla y León	0	94,861	14,229	12,700	51,000	900	0	0	173,690
6-PP Sustainable Energy Authority of Ireland	0	73,500	11,025	12,700	46,000	0	0	0	143,225
7-PP Innovation & Management Centre Clg Ta Westbic	0	73,500	11,025	8,660	14,000	0	0	0	107,185
8-PP Heinola City	0	119,600	17,940	12,700	41,600	0	0	0	191,840
	0.99 %	56.13 %	8.42 %	6.63 %	21.06 %	0.06 %	6.71 %	0.00 %	
<b>Total</b>	<b>15,000</b>	<b>853,061</b>	<b>127,959</b>	<b>100,840</b>	<b>320,108</b>	<b>900</b>	<b>102,000</b>	<b>0</b>	<b>1,519,868</b>

### Net revenues after project end

Will any of the partners receiving funding from the programme generate net revenues from the project after the project has ended?

No

### E.2 External expertise and services

N°	Type of costs	Description	Contracting partner	Amount
1	FLC costs	FLC costs 9 / 500 characters	1-LP Resources Recovery Regional Agency	5,000
2	Project and/or financial and/or communication management	Support to LP in overall coordination of exchange, communication, management activities and participation in all interregional events. This includes financial and technical reporting for all Semester of Phase 1; average 3,1 days per month for Phase 1. 253 / 500 characters	1-LP Resources Recovery Regional Agency	89,558
3	Meeting costs: partner meeting	Organisation 1 Interregional project event & 1 SG Event in Siena (1,5 days + 0,5 days, c.25 people with partners / local stakeholders): catering (lunches, coffee break, dinner), video footage, local transport, experts (thematic/moderation) 239 / 500 characters	1-LP Resources Recovery Regional Agency	5,000
4	External support for the exchange of experience process, in particular the development of the regional action plan	Support for territorial mapping and action plan development during Phase 1 74 / 500 characters	1-LP Resources Recovery Regional Agency	22,000

5	Meeting costs: stakeholder group	<p>Organisation of 1 RES meeting per semester for Phase 1: organisational costs (venue / video projectors, screens and microphones); coffee break/lunch; technical scientific moderator/expertise support on topic addressed</p> <p>217 / 500 characters</p>	1-LP Resources Recovery Regional Agency	900	
6	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Participation of regional stakeholders @ project events abroad (1 stakeholder * 6 project events), travel and accommodation costs; local transportation costs for local RES meetings</p> <p>180 / 500 characters</p>	1-LP Resources Recovery Regional Agency	3,600	
7	Publication and dissemination costs	<p>Printing A3 poster, 300 brochures in national language and flyers /Roll up / Translation of project material</p> <p>108 / 500 characters</p>	1-LP Resources Recovery Regional Agency	1,100	
8	FLC costs	<p>FLC costs</p> <p>9 / 500 characters</p>	2-AP European Institute for Innovation - Technology e.V.	7,500	
9	Meeting costs: partner meeting	<p>Organisation 1 Interregional project event &amp; 1 SG Event in Bruxelles (1,5 days + 0,5 days, c.25 people with partners / local stakeholders): catering (lunches, coffee break, dinner), video footage, local transport, experts (thematic/moderation)</p> <p>243 / 500 characters</p>	2-AP European Institute for Innovation - Technology e.V.	8,000	
10	Publication and dissemination costs	<p>Printing A3 poster, 500 brochures in English language and flyers /Roll up / Translation of project material</p> <p>107 / 500 characters</p>	2-AP European Institute for Innovation - Technology e.V.	600	
11	Meeting costs: partner meeting	<p>Organisation 1 Interregional project event &amp; 1 SG Event in Slovenia (1,5 days + 0,5 days, c.25 people with partners / local stakeholders): catering (lunches, coffee break, dinner), video footage, local transport, experts (thematic/moderation)</p> <p>242 / 500 characters</p>	3-PP Local Energy Agency Spodnje Podravje	1,500	
12	Meeting costs: stakeholder group	<p>Organisation of 1 RES meeting per semester for Phase 1: organisational costs (venue / video projectors, screens and microphones); coffee break/lunch; technical scientific moderator/expertise support on topic addressed</p> <p>217 / 500 characters</p>	3-PP Local Energy Agency Spodnje Podravje	700	
13	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Participation of regional stakeholders @ project events abroad (2 stakeholders * 6 project events), travel and accommodation costs; local transportation costs for local RES meetings</p> <p>181 / 500 characters</p>	3-PP Local Energy Agency Spodnje Podravje	7,200	
14	Publication and dissemination costs	<p>Printing A3 poster, 300 brochures in national language and flyers /Roll up / Translation of project material</p> <p>108 / 500 characters</p>	3-PP Local Energy Agency Spodnje Podravje	450	
15	Meeting costs: partner meeting	<p>Organisation 1 Interregional project event &amp; 1 SG Event in Durham (1,5 days + 0,5 days, c.25 people with partners / local stakeholders): catering (lunches, coffee break, dinner), video footage, local transport, experts (thematic/moderation)</p> <p>240 / 500 characters</p>	4-PP Durham County Council	6,000	

16	Meeting costs: stakeholder group	<p>Organisation of 1 RES meeting per semester for Phase 1: organisational costs (venue / video projectors, screens and microphones); coffee break/lunch; technical scientific moderator/expertise support on topic addressed</p> <p>217 / 500 characters</p>	4-PP Durham County Council	3,000	
17	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Participation of regional stakeholders @ project events abroad (1 stakeholder * 6 project events), travel and accommodation costs; local transportation costs for local RES meetings</p> <p>180 / 500 characters</p>	4-PP Durham County Council	4,800	
18	Publication and dissemination costs	<p>Printing A3 poster, 300 brochures in national language and flyers /Roll up</p> <p>75 / 500 characters</p>	4-PP Durham County Council	600	
19	FLC costs	<p>FLC costs</p> <p>9 / 500 characters</p>	5-PP Regional public Energy entity of Castilla y León	5,000	
20	Meeting costs: partner meeting	<p>Organisation 1 Interregional project event &amp; 1 SG Event in Castilla y Leon (1,5 days +0,5 days c.25 people with partners / local stakeholders): catering (lunches,coffee break, dinner), video footage, local transport, experts (thematic/moderation), translation</p> <p>259 / 500 characters</p>	5-PP Regional public Energy entity of Castilla y León	10,000	
21	Meeting costs: stakeholder group	<p>Organisation of 1 RES meeting per semester for Phase 1: organisational costs (venue / video projectors, screens and microphones); coffee break/lunch; technical scientific moderator/expertise support on topic addressed</p> <p>217 / 500 characters</p>	5-PP Regional public Energy entity of Castilla y León	5,000	
22	Travel & accommodation costs: members of the stakeholder groups and other external bodies	<p>Participation of regional stakeholders @ project events abroad (1 stakeholder * 6 project events), travel and accommodation costs; local transportation costs for local RES meetings</p> <p>180 / 500 characters</p>	5-PP Regional public Energy entity of Castilla y León	5,000	
23	Publication and dissemination costs	<p>Printing A3 poster, 300 brochures in national language and flyers /Roll up / Translation of project material</p> <p>108 / 500 characters</p>	5-PP Regional public Energy entity of Castilla y León	1,000	
24	FLC costs	<p>FLC costs</p> <p>9 / 500 characters</p>	6-PP Sustainable Energy Authority of Ireland	5,250	
25	Meeting costs: partner meeting	<p>Organisation 1 Interregional project event &amp; 1 SG Event in Dublin (1,5 days, c.25 people with partners / local stakeholders): catering (lunches, coffee break, dinner), local transport, experts (thematic/moderation)</p> <p>214 / 500 characters</p>	6-PP Sustainable Energy Authority of Ireland	5,000	



26	Publication and dissemination costs	Printing A3 poster, 300 brochures in national language and flyers /Roll up / Translation of project material  108 / 500 characters	6-PP Sustainable Energy Authority of Ireland	750
27	External support for the exchange of experience process, in particular the development of the regional action plan	External support for territorial mapping and action plan development  69 / 500 characters	6-PP Sustainable Energy Authority of Ireland	30,000
28	Meeting costs: dissemination event	Organisation 1 Interregional dissemination event in Dublin (1 day, c.50 people with partners / local stakeholders): catering (lunch, coffee break), video footage, local transport, experts (thematic/moderation)  209 / 500 characters	6-PP Sustainable Energy Authority of Ireland	5,000
29	FLC costs	FLC costs  9 / 500 characters	7-PP Innovation & Management Centre Clg Ta Westbic	5,250
30	Meeting costs: stakeholder group	Organisation of 1 RES meeting per semester for Phase 1: organisational costs (venue / video projectors, screens and microphones); coffee break/lunch; video footage; technical scientific moderator/expertise support on topic addressed  232 / 500 characters	7-PP Innovation & Management Centre Clg Ta Westbic	3,000
31	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Participation of regional stakeholders @ project events abroad (1 stakeholder * 6 project events), travel and accommodation costs; local transportation costs for local RES meetings  180 / 500 characters	7-PP Innovation & Management Centre Clg Ta Westbic	5,000
32	Publication and dissemination costs	Printing A3 poster, 300 brochures in national language and flyers /Roll up / Translation of project material  108 / 500 characters	7-PP Innovation & Management Centre Clg Ta Westbic	750
33	FLC costs	FLC costs  9 / 500 characters	8-PP Heinola City	7,500
34	Meeting costs: partner meeting	Organisation 1 Interregional project event & 1 SG Event in Heinola (1,5 day, c.25 people with partners / local stakeholders): catering (lunches, coffee break, dinner), local transport, experts (thematic/moderation)  214 / 500 characters	8-PP Heinola City	7,000
35	Meeting costs: stakeholder group	Organisation of 1 RES meeting per semester for Phase 1: organisational costs (venue / video projectors, screens and microphones); coffee break/lunch; technical scientific moderator/expertise support on topic addressed  217 / 500 characters	8-PP Heinola City	2,400
36	Travel & accommodation costs: members of the stakeholder groups and other external bodies	Participation of regional stakeholders @ project events abroad (1 stakeholder * 6 project events), travel and accommodation costs; local transportation costs for local RES meetings  180 / 500 characters	8-PP Heinola City	4,200

37	Publication and dissemination costs	Printing A3 poster, 300 brochures in national language and flyers /Roll up / Translation of project material 108 / 500 characters	8-PP Heinola City	500	
38	External support for the exchange of experience process, in particular the development of the regional action plan	Support for territorial mapping and action plan development 60 / 500 characters	8-PP Heinola City	20,000	
39	External support for the exchange of experience process, in particular the development of the regional action plan	External support for territorial mapping and action plan development 69 / 500 characters	5-PP Regional public Energy entity of Castilla y León	25,000	
<b>Total</b>				<b>320,108.00</b>	

### E.3 Equipment

N°	Type of costs	Description	Contracting partner	Amount
1	Office equipment	Laptop 6 / 500 characters	5-PP Regional public Energy entity of Castilla y León	900
<b>Total</b>				<b>900.00</b>

### E.4 Budget breakdown per source of funding and partner

Partner	Country	TOTAL	Programme funds			Partner contribution		
			ERDF	ERDF/NO rate	Norwegian	Partner contribution from public sources	Partner contribution from private sources	Total partner contribution
1-LP Resources Recovery Regional Agency	IT	431,078.00	366,416.30	85.00 %	0.00	64,661.70	0.00	64,661.70
2-AP European Institute for Innovation - Technology e.V.	DE	162,110.00	121,582.50	75.00 %	0.00	0.00	40,527.50	40,527.50
3-PP Local Energy Agency Spodnje Podravje	SI	122,620.00	104,227.00	85.00 %	0.00	18,393.00	0.00	18,393.00
4-PP Durham County Council	UK	188,120.00	159,902.00	85.00 %	0.00	28,218.00	0.00	28,218.00
5-PP Regional public Energy entity of Castilla y León	ES	173,690.00	147,636.50	85.00 %	0.00	26,053.50	0.00	26,053.50
6-PP Sustainable Energy Authority of Ireland	IE	143,225.00	121,741.25	85.00 %	0.00	21,483.75	0.00	21,483.75
7-PP Innovation & Management Centre Clg Ta Westbic	IE	107,185.00	91,107.25	85.00 %	0.00	16,077.75	0.00	16,077.75
8-PP Heinola City	FI	191,840.00	163,064.00	85.00 %	0.00	28,776.00	0.00	28,776.00
<b>Total</b>		<b>1,519,868.00</b>	<b>1,275,676.80</b>		<b>0.00</b>	<b>203,663.70</b>	<b>40,527.50</b>	<b>244,191.20</b>

## E.5 Spending plan

Phase 1								
Partner	Preparation	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5	Semester 6	Total
1-LP Resources Recovery Regional Agency	15,000	29,970	45,591	50,791	57,173	64,775	65,778	329,078.0
2-AP European Institute for Innovation - Technology e.V.	0	17,428	21,090	21,775	27,065	33,075	41,677	162,110.0
3-PP Local Energy Agency Spodnje Podravje	0	14,266	16,976	17,067	21,789	26,401	26,121	122,620.0
4-PP Durham County Council	0	21,070	28,680	26,320	32,040	39,920	40,090	188,120.0
5-PP Regional public Energy entity of Castilla y León	0	15,928	26,185	25,119	36,649	34,936	34,873	173,690.0
6-PP Sustainable Energy Authority of Ireland	0	16,085	20,545	32,862	26,623	23,025	24,085	143,225.0
7-PP Innovation & Management Centre Clg Ta Westbic	0	15,385	17,185	19,562	21,763	15,905	17,385	107,185.0
8-PP Heinola City	0	18,289	31,065	27,616	33,837	41,059	39,974	191,840.0
<b>Total</b>	<b>15,000.00</b>	<b>148,421.00</b>	<b>207,317.00</b>	<b>221,112.00</b>	<b>256,939.00</b>	<b>279,096.00</b>	<b>289,983.00</b>	<b>1,417,868.</b>
<b>% of Total (programme financed partners only)</b>	<b>0.99 %</b>	<b>9.77 %</b>	<b>13.64 %</b>	<b>14.55 %</b>	<b>16.91 %</b>	<b>18.36 %</b>	<b>19.08 %</b>	<b>100.00 %</b>
Phase 2								
Phase 2 lump sum	102,000.00							