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ANNEX 1

ANNEX

to the Commission Implementing Decision concerning the adoption of the work programme for 2014 and the financing for the implementation of Programme for the Competitiveness of Enterprises and small and medium-sized enterprises

ANNEX

INTRODUCTION

Improving the competitiveness of enterprises is essential if the Union is to deliver on its Europe 2020 priorities of smart, sustainable and inclusive growth. COSME – the Programme for the Competitiveness of Enterprises and Small and Medium Enterprises (SMEs) – is the Union's programme¹ to strengthen the competitiveness and sustainability of the Union's enterprises and to encourage an entrepreneurial culture and promote the creation and growth of SMEs. These objectives will be met by:

- improving access to finance for SMEs in the form of equity and debt;
- improving access to markets, particularly inside the Union but also at global level;
- improving framework conditions for the competitiveness and sustainability of Union enterprises, particularly SMEs, including in the tourism sector;
- promoting entrepreneurship and entrepreneurial culture;

These are the four specific objective of COSME and the Work Programme is structured upon them.

COSME builds upon the Entrepreneurship and Innovation programme (EIP) established for 2007-2013 under the Competitiveness and Innovation Framework Programme (CIP), with the main exception of innovation related activities that will be prolonged under Horizon 2020². In particular actions enabling innovation policy learning, facilitating services supporting the growth of SMEs through innovation and innovation-related services by the Enterprise Europe Network, will be funded by the "Innovation in SMEs" WP under Horizon 2020.

The Commission has committed to mainstream climate action into Union spending programmes and to direct at least 20% of the Union budget to climate-related objectives. In this view, the need of enterprises to adapt to a low-carbon, climate-resilient, energy and resource efficient economy shall be promoted in the implementation of the Programme

COSME actions will also seek to optimise synergies with the European Structural and Investment Funds (ESIF), in particular as regards: entrepreneurship, the economic exploitation of new ideas, the creation of new firms, new business models, advanced capacities for product and service development, the capacity of SMEs to engage in growth in regional, national and international markets, developing ICT products and services, e-commerce, e-skills, investment in innovation and research, technology transfer, networking, clusters and Key Enabling Technologies. The ESIF will invest in the period 2014-2020 up to €90 billion in SME competitiveness, as well as innovation, research, ICT and low carbon economy, much of which will also benefit SMEs. This will increasingly be delivered through financial instruments, but also includes SME service provision, public procurement and direct aid to firms.

In particular applicants for Enterprise Europe Network grants, cluster support and IPR helpdesks are therefore invited to explore the potential for synergies with the relevant Managing Authorities in charge of the ESIF in their territory.³

¹ Established by Regulation 1287/2013 of the European Parliament and the Council.

² Regulation No 1291/2013

³ http://ec.europa.eu/regional_policy/indexes/in_your_country_en.cfm, See for more details on ESI Funds investments in SMEs: http://ec.europa.eu/regional_policy/activity/business/index_en.cfm

The flagship initiative "An integrated industrial policy for the globalization era, putting competitiveness and sustainability at centre stage"⁴ and the "Small Business Act for Europe"⁵ (SBA) provide the necessary policy framework and form the key policy priorities for COSME.

The Commission is responsible for the implementation of COSME and the implementation is partly delegated to an executive agency, the European Agency for Competitiveness and Innovation (EACI), while the financial instruments are entrusted⁶ to the European Investment Fund (EIF)⁷. Indirect management with international organisations is also envisaged for certain analytical and benchmarking activities.

According to the legal base, the overall indicative budget for the seven-year period of COSME (2014-2020) is €2.3 billion. It will start at €75 million in 2014 and rise progressively to €430 million in 2020. A large share of the budget, 60% minimum over the period, will be allocated to the financial instruments that proved their efficiency during the CIP. They will be complemented by the Horizon 2020 financial instruments, focusing on research and innovation, which should be delegated as well to the EIF, ensuring synergies and complementarity within the single EU debt financial instrument for EU enterprises' growth and Research and Innovation (R&I).

This Work Programme sets out 38 actions to implement COSME in 2014, with a budget of €60 million to be financed under four objectives of the COSME. More than €63 million will be mobilized to financial instruments under the objective access to finance.

Internationalisation of SMEs is another priority of work programme 2014. More than €61 million are dedicated to the Enterprise Europe Network and other concrete actions supporting SMEs, such as the IPR Helpdesks and the development of internationalisation training material for local intermediaries.

€10 million will be dedicated to the promotion of entrepreneurship, in particular to Erasmus for Young Entrepreneurs.

€25 million will be distributed to actions supporting the implementation of the Commission SME Policy, reducing the administrative burden or supporting certain sectors such as tourism.

It is not foreseen that the COSME programme contributes directly to specific corporate activities in 2014 in accordance with Art. 5(2) of the Regulation. However, this is without prejudice to the fact that it could do so in future exercises.

The Commission will draw up an annual monitoring report on the efficiency and effectiveness of supported activities, on the basis of a set of indicators set out in the COSME Regulation and in this work programme.

All the actions under the Work Programme will be financed through the budget line 02 02 01, except COS-WP2014-1-01 and COS-WP2014-1-02 will be financed through 02 02 02 and COS-WP2014-1-03 will be financed through 02 01 04 01.

Payment profile:

⁴ COM (2010)614

⁵ COM (2008)394

⁶ Pending the signature of a delegation agreement expected by the end of 2013.

⁷ See www.eif.org

Unless stated otherwise in the description of the action or in the specific call texts, all actions financed under the programme will be subject to a pre-financing payment paid at the start of the action, interim payments following each reporting period, if applicable, and a final payment, including necessary adjustments, at the end of the last reporting period.

Selection and award criteria:

As regards all grants envisaged in this work programme, each proposal will be evaluated on the basis of the selection criteria specified in the respective calls for proposals. Essentially, these criteria are based on the following:

Selection criteria:

- Financial capacity to complete the proposed operation;
- Stable and sufficient sources of finance to ensure the continuity of the organisation throughout the project and to play a part in financing it;
- Operational (technical and management) capacity to complete the operation;
- Capacity to manage activities corresponding to the size of the project for which a grant is requested;
- Adequate professional qualifications and experience of the team responsible for the project/operation.

An evaluation of the quality of proposals, including the proposed budget, will be based on the following award criteria:

- Relevance of the actions proposed in view of the objectives established in the call;
- Quality of the proposed actions;
- Impact on target audience;
- Budget and cost-effectiveness.

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1. ACCESS TO FINANCE

The first specific objective of COSME, is “*to improve access to finance for SMEs in the form of equity and debt*” as described in Article 8 of the COSME Regulation. Specific provisions for the financial instruments are provided for in Article 16 – 19, with the Equity Facility for Growth covered by Article 18 and the Loan Guarantee Facility by Article 19.

In 2014, there will be up to three actions to be financed under this specific objective with a budget of more than 163 million.

COS-WP2014-1-01: FINANCIAL INSTRUMENTS - LOAN GUARANTEE FACILITY INCLUDING THE SME INITIATIVE

OBJECTIVES PURSUED

Provide enhanced access to finance for SMEs in their start-up, growth and transfer phases through debt instrument.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The financial instruments under COSME will provide a debt instrument and will build upon instruments established under the Competitiveness and Innovation Framework Programme - CIP (2007 – 2013). Based on the experience gained under CIP and in line with requirements formulated for financial instruments under the Financial Regulation (EU, Euratom N° 966/2012 of October 2012) the terms and conditions for the facilities will be adjusted.

In addition, COSME will contribute to the financial instruments that will be deployed under the joint SME initiative as endorsed by the October 2013 European Council.

The implementation of the financial instruments will be entrusted⁸ to the European Investment Fund (EIF). The EIF, will organise open call(s) for expression of interest to select financial intermediaries.

LGF - Single EU debt financial instrument for EU enterprises’ growth and R&I

Within the single EU debt financial instrument, COSME will provide under a **loan guarantee facility (LGF)**:

- Counter-guarantees and other risk sharing arrangements for guarantee schemes including, where appropriate, co-guarantees;
- Direct guarantees and other risk sharing arrangements for any other financial intermediaries.

The characteristics of the LGF are:

- Guarantees for debt financing (including via subordinated and participating loans, leasing or bank guarantees) which shall reduce the particular difficulties that viable SMEs face in accessing finance either due to their perceived high risk or their lack of sufficient available collateral;
- Up to an amount of €150,000 all types of SMEs (regardless of sector or size) will be eligible for financing under the LGF. Above the threshold financial intermediaries will have to verify that the SME is not RDI driven and therefore not eligible for financing

⁸ Pending the signature of a delegation agreement expected in the first quarter of 2014.

under the Horizon 2020's SME&small midcaps debt financing window. As regards the level of the guarantee, the entrusted entity will provide guarantees to financial intermediaries which will cover a portion of the expected losses of a portfolio of newly generated SME transactions.

- The portfolios shall be composed of transactions which the financial intermediary would not have supported in the absence of the guarantee. The range of financial products which can be supported through the guarantees is intended to be broad so as not to discriminate amongst the SME population and to allow financial intermediaries to tailor products according to the specific needs of the market in which they operate.
- Individual guarantee agreements to be signed by the entrusted entity with a financial intermediary will have a maximum duration of 10 years, whereby it shall be permissible that individual financing transactions have maturities exceeding 10 years.
- Securitisation of SME debt finance portfolios, which shall mobilise additional debt financing for SMEs under appropriate risk-sharing arrangements with the targeted institutions. Support for transactions shall be conditional upon an undertaking by the originating institutions to use a significant part of the resulting liquidity or the mobilised capital for new SME lending in a reasonable period of time. The amount of this new debt financing shall be calculated in relation to the amount of the guaranteed portfolio risk. This amount and the period of time shall be negotiated individually with each originating institution by the entrusted entity.

The LGF is demand-driven meaning that the allocation of funding will take place based on the demand expressed by financial intermediaries also taking into account the need for a broad geographical distribution (e.g. through incentives to be provided from the Commission to the entrusted entity).

Relationship with Horizon 2020:

- As part of the single EU debt financial instrument for EU enterprises' growth and Research and Innovation (R&I), the LGF will be complemented by the Horizon 2020 SMEs & Small Midcaps Guarantee Facility for R&I which will provide financing to SMEs and small midcaps with significant RDI potential or investments in RDI activities, both with significant technological and financial risk provided that these are eligible under R&I criteria which are currently being tested under a pilot facility of the Risk Sharing Finance Facility, called the Risk-Sharing Instrument (RSI)⁹.
- As for the COSME LGF, this facility should be implemented by the same entrusted entity (the European Investment Fund), through calls for expression of interest to which financial intermediaries will apply. Financial intermediaries will be free to apply either for one or both facilities under COSME and Horizon 2020 in line with their business objectives and possibilities to reach the potential target group of the different facilities.

COSME contribution to the SME initiative

The proposed initiative is conceived as an anti-crisis measure with budget commitments over 3 years, building on the EU financial instruments that will support lending to SMES under the

⁹

The Horizon 2020 SME & small midcaps R&I Loan Service (RSI II) will provide guarantees for loan amounts between EUR 205,000 AND 7,5 million extended to RDI driven SMEs and small midcaps.

next MFF (COSME and Horizon 2020). It is proposed as a “joint instrument”, i.e. – a mechanism allowing Member States (MS) to allocate European Structural and Investment funds (ESIF) under their responsibility to programmes managed directly by the Commission, with disbursement geographically linked to contributions. This mechanism is provided for by the Common Provisions Regulation (CPR) governing the implementation of ESIF and the principle of such combination is endorsed by both COSME and Horizon 2020.

Participation by Member States will be entirely voluntary.

The SME Initiative may take the form of uncapped portfolio guarantees or securitisation operations using funds from COSME, Horizon 2020 and ESIF combined with resources from EIB and EIF. COSME (uncapped guarantees and securitisation) and Horizon 2020 (uncapped guarantees) will provide the legal basis for actions under the SME initiative. Under both uncapped guarantees and securitisation, ESIF will guarantee the most junior tranche of the portfolio (i.e. the highest risk) and a combination of ESIF, EU (i.e. COSME and/or Horizon 2020) and EIF resources will cover the mezzanine tranche. The senior tranche will be covered by EIB and, if possible, national promotional banks. In the case of securitisation, the senior tranche should achieve high credit rating and could be sold to institutional investors.

The contribution of COSME to the SME initiative will be up to an amount of €60 million for 2014. The actual amount will be known only after Member States have taken their decision to contribute to the initiative. Should the joint SME initiative not be implemented, or not implemented for the maximum amount allocated, the corresponding budget share will be allocated to the debt facility, subject to the market conditions.

EXPECTED RESULTS

The EU added value will lay in the fact that financial intermediaries will be encouraged to finance transactions which they would not finance in the absence of the guarantee due to the risks involved. In addition, the expertise of the EIF will allow dissemination of best practices to less developed SME financing markets via dedicated information tools and can support product innovation (e.g. facilitating the creation of mezzanine products).

It is expected that over the lifetime of the programme between 220,000 and 330,000 SMEs will receive financing for a total value ranging from €14 to 21 billion.

This will have to be adjusted depending on the actual contribution of COSME to the SME initiative which will be known at the end of 2013. The corresponding values for the COSME contributions to the SME initiative will depend on the actual amounts of ESIF resources mobilised as well as on the actual targets set in the funding agreements between participating Member States and the EIF.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Indirect Management	Loan Guarantee Facility including SME Initiative	100 000 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Delegation Agreement signed with the entrusted entity	Q1 2014
Calls for expression of interest launched by the entrusted entity for the facilities	Q1 2014
<p>Total duration (months): The Delegation Agreement shall be valid until the last of the transactions under the programme is fully completed (2035).</p> <p>Calls for expression of interest will be published shortly after the delegation agreement with entrusted entity is signed.</p> <p>The calls for expression of interest to be launched shall be open for application by the financial intermediaries throughout the lifetime of the programme with a latest date for application most likely to be set for 30 June 2020.</p>	

INDICATORS

Indicators for 2014 budget:

Volume of financing made available and number of firms benefitting from financing: Value of financing mobilised ranging from €1.6 billion to €2.5 billion; number of firms receiving financing which benefits from COSME guarantee ranging from 25,600 to 38,500.

The above value has been computed based on the leverage targets of COSME which calls for a leverage of 1:20 - 1:30 for the debt instrument. This will have to be adjusted depending on the actual contribution of COSME to the SME initiative which will be known at the end of 2013. The corresponding values for the COSME contributions to the SME initiative will depend on the actual amounts of ESIF resources mobilised as well as on the actual targets set in the funding agreements between participating Member States and the EIF.

COS-WP2014-1-02: FINANCIAL INSTRUMENTS – EQUITY FACILITY FOR GROWTH

OBJECTIVES PURSUED

Provide enhanced access to finance for SMEs in their start-up, growth and transfer phases through equity instrument.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The financial instruments under COSME will provide an equity instrument and will build upon instruments established under the Competitiveness and Innovation Framework Programme - CIP (2007 – 2013). Based on the experience gained under CIP and in line with requirements formulated for financial instruments under the Financial Regulation (EU, Euratom N° 966/2012 of October 2012) the terms and conditions for the facilities will be

adjusted.

The implementation of the financial instruments will be entrusted¹⁰ to the European Investment Fund (EIF). The EIF will organise open call(s) for expression of interest to select financial intermediaries.

EFG - Single EU equity financial instrument for EU enterprises' growth and R&I

Within the single EU equity financial instrument, COSME will provide an **Equity Facility for Growth (EFG)** to enhance the supply of risk capital. Through the EFG risk capital funds can be supported which invest predominantly cross-border or which are essential for building a self-sustainable pan-European risk capital market.

Characteristics of the EFG are:

- The entrusted entity shall make direct investments in intermediary risk capital funds including in funds-of-funds, providing investments for SMEs typically in their expansion and growth stage. These risk capital funds shall provide equity and mezzanine finance, such as subordinated or participating loans;
- Investments shall be long-term, normally involving 5 to 15 year positions, whereby the life of an investment shall not exceed 20 years;
- Investments may also be made into risk capital funds investing at the seed, start-up and early stage in conjunction with the Equity Facility for R&I (Research and Innovation) under Horizon 2020 whereby the investment from EFG shall not exceed 20% of the total Union investment.
- In the case of multi-stage funds, the COSME EFG and Horizon's Equity Facility for R&I will contribute pro rata to the funding of the risk capital funds based on the fund's investment policy.

This facility succeeds the GIF-2 equity facility under the Competitiveness and Innovation Framework Programme.

The EFG is demand-driven meaning that the allocation of funding will take place based on the demand expressed by financial intermediaries also taking into account the need for a broad geographical distribution (e.g. through incentives to be provided from the Commission to the entrusted entity).

Relationship with Horizon 2020:

- As part of the single EU equity financial instrument for EU enterprises' growth and R&I, the EFG will be complemented by the Horizon Equity Facility for R&I, which will focus support on risk capital funds investing in seed, start-up and early-stage SMEs and small midcaps that are RDI¹¹-driven.
- As is the case for the COSME EFG, it is planned that this facility will be implemented by the same entrusted entity (the European Investment Fund), based on a call for expression of interest for which financial intermediaries will apply. Financial intermediaries will be free to apply either for one of the two facilities under COSME and Horizon 2020 or for both in line with the fund's investment policy. The Horizon

¹⁰ Pending the signature of a delegation agreement expected by the end of 2013.

¹¹ Research, Development and Innovation

Equity Facility for R&I succeeds the GIF-1 equity facility under the Competitiveness and Innovation Framework Programme.

EXPECTED RESULTS

The EU added-value will lay in the fact that support is provided for cross-border funds and those having a particular catalytic effect for the development of a pan-European venture capital market.

It is expected that over the lifetime of the programme between 362 and 544 firms will receive venture capital investment with overall volume invested ranging from €2.6 to €4.0 billion.

This will have to be adjusted depending on the actual contribution of COSME to the SME initiative which will be known at the end of 2013. The corresponding values for the COSME contributions to the SME initiative will depend on the actual amounts of ESIF resources mobilised as well as on the actual targets set in the funding agreements between participating Member States and the EIF.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Indirect Management	Equity Facility for Growth	61 907 588

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Delegation Agreement signed with the entrusted entity	Q1 2014
Call for expression of interest launched by the entrusted entity for the facilities	Q1 2014
<p>Total duration (months): The Delegation Agreement shall be valid until the last of the transactions under the programme is fully completed (2035).</p> <p>Calls for expression of interest will be published shortly after the delegation agreement with entrusted entity is signed.</p> <p>The call for expression of interest to be launched shall be open for application by the financial intermediaries throughout the lifetime of the programme with a latest date for application most likely to be set for 30 June 2020.</p>	

INDICATORS

Indicators for 2014 budget:

Overall risk capital invested and number of firms being supported: Overall value of VC investments ranging from €0.3 billion to €0.4 billion; number of firms receiving COSME VC investments ranging from 42 to 63.

The above value has been computed based on the leverage targets of COSME which calls for a leverage of 1:4 - 1:6 for the equity instrument.

This will have to be adjusted depending on the actual contribution of COSME to the SME initiative which will be known at the end of 2013. The corresponding values for the COSME contributions to the SME initiative will depend on the actual amounts of ESIF resources mobilised as well as on the actual targets set in the funding agreements between participating Member States and the EIF.

COS-WP2014-1-03: FINANCIAL INSTRUMENTS- ACCOMPANYING ACTIONS

OBJECTIVES PURSUED

1. Survey on SMEs' access to finance

- to address a substantial lack of available information on the financial situation of SMEs especially with respect to timely information,
- to increase availability and quality of data on SMEs access to finance for policy-making purposes, particularly concerning the start-up and growth of SMEs,
- to limit the statistical burden imposed on enterprises by the data collection requirements imposed by the Commission and the ECB and by conducting only one comprehensive survey,
- to allow both institutions to fulfil their individual data collection task in a very cost-efficient manner by sharing the overall costs and through economies of scale by pooling the purchasing power and the resources.

2. Promotion of EU financial instruments including the EU finance days

- to promote financial instruments of COSME,
- to present the complementarity of COSME instruments with other financial instruments such as those of Horizon 2020, of the Cultural and Creative Sector Programme or funds available under regional schemes.

3. Studies

- to support policy making initiatives,
- to monitor the recent developments of SMEs' access to finance in Europe.

4. Workshops

- to bring together all stakeholders (SME representatives, banks and other organizations),
- to improve policies on financing innovation and SMEs,
- to follow, discuss and make proposals concerning SME financing in the European Union,
- to monitor the SME financing environment, exchange good practices and communicate about European Union actions.

5. IT tool

- to support the monitoring and reporting obligations for the financial instruments under COSME

DESCRIPTION OF THE ACTIONS TO BE FINANCED

Accompanying actions for the COSME financial instruments are mostly based on the Action Plan on access to finance¹².

1. Survey on SMEs' access to finance

Timely information on the financial situation of SMEs is necessary for evidence based policymaking. Taking into account our obligation to limit the burden that data collection places on SMEs, the Commission and the European Central Bank (ECB) designed a joint survey on the financial situation of SMEs. The Commission waves (the survey that is co-financed by ECB and Commission) will be conducted once a year. Survey provides comparable results across EU Member States and other participating countries.

Previous Commission waves of the survey were conducted in 2009, 2011 and 2013.

2. Promotion of EU financial instruments including EU finance days

The Commission will promote financial instruments of COSME, through a production of communication material, series of promotion campaigns and events, including 'national seminars' in Member States and participating countries.

It will also include further development and promotion of the single web portal on EU finance. The events, campaigns and material could cover also promotion of Horizon 2020 financial instruments and the Cultural and Creative Sector Programme or funds available under regional schemes.

3. Studies

The studies will be carried out on SME financing, including evaluation and monitoring of the recent developments in Europe, in order to support policy making.

4. Workshops

Workshops with SMEs, banks and other financial institutions will be organised to monitor the market situation and to facilitate SMEs' access to finance. The workshops will be organised on an ad-hoc basis depending on interest/needs expressed by stakeholders, SME financing trends and political priorities.

5. IT tool

The existing IT tool for the management of current financial instruments will be adapted to the needs of the operational and financial monitoring and reporting of financial instruments under COSME.

EXPECTED RESULTS

The expected results are:

- Improved understanding of SME access to finance issues and developments,
- Limited statistical burden on the SMEs and efficient use of resources for the statistical purposes,
- Input for the evidence-based policy making and identification of the needs to adjust

¹²

An action plan to improve access to finance for SMEs COM (2011) 870:

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0870:FIN:EN:PDF>

- SME access to finance policies,
- Better knowledge by the financial intermediaries and SMEs of the possibilities offered by COSME and other financial instruments such as those of Horizon 2020 and funds available under Regional schemes.
 - Effective and efficient monitoring of and reporting on financial instruments implemented under COSME

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	Survey on SMEs' access to finance	550 000
Specific contract under a framework contract	Promotion of EU financial instruments including EU finance days	250 000
Specific contract under a framework contract	Studies	175 000
Specific contract under a framework contract	Workshops	75 000
Reimbursement experts/committee Members		
Specific contract under a framework contract	IT tool	50 000
Total		1 100 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Conferences/meetings/workshops/studies/material/IT tool	Q1 – Q4 2014
Total duration (months) 12 months	

INDICATORS

1. Survey on SMEs' access to finance

- Timely carry-out of the survey
- Level of dissemination of results in media
- Geographical and thematic coverage of the survey

2. Promotion of EU financial instruments including EU finance days

- Timely carry-out of the events, campaigns and production of promotional material

- Positive feedback from the stakeholders on quality, relevance and added value of the events and campaigns

- Geographical and thematic coverage of the events, campaigns and material

3. Studies

- Timely carry-out of the studies

- Positive feedback from the stakeholders on quality, relevance and added value of studies

- Geographical and thematic coverage of the studies

4. Workshops

- Organise 3 to 5 events on issues relevant to policy making

- Positive feedback from participants on quality, relevance and added value of workshops

- Number of proposals generated or further developed through the workshops

5. IT tool

- Timely adaptation of the existing IT tool to COSME requirements

2. ACCESS TO MARKETS

The second specific objective of COSME is “*to improve access to markets, particularly inside the Union but also at global level*” described in Article 9 of the COSME Regulation. Specific provisions for the Enterprise Europe Network are provided in Article 10.

In 2014, there will be 10 actions financed under this specific objective with a budget of more than €61 million.

COS-WP2014-2-01: ENTERPRISE EUROPE NETWORK

OBJECTIVES PURSUED

The Enterprise Europe Network activities directly contribute to the overall EU2020 objectives of smart and sustainable growth, aiming at a competitive environment and stimulating the innovation capacity of businesses, especially SMEs. At the same time, the Network is a sounding board and a link between the Commission and the SME community in the implementation of the Think Small First principle and the Small Business Act¹³. It aims at:

- Helping EU SMEs finding international business, technology and research partners in the EU, COSME participating countries and third countries;
- Develop and provide a balanced integrated service range to SMEs to become active in the Single Market and beyond (e.g. regarding EU legislation and programmes, EU funding, intellectual property rights IPR);
- Increase competitiveness of SMEs by internationalisation and innovation support services;
- Contribute to the SMEs feedback function to obtain SMEs opinion on Union policy options;
- Strengthen¹⁴ support for SMEs interested in participating in Horizon 2020 and corresponding calls for proposals, in particular encourage SMEs to participate to the SME Instrument; seek cooperation with Horizon 2020 national contact points.
- Provide support to enable SMEs to turn the resource efficiency challenge into

¹³ See <http://ec.europa.eu/enterprise/policies/sme/small-business-act>

¹⁴ Note that activities directly related to Horizon 2020 will not be funded under the COSME budget.

opportunities, including providing information, assistance in participation in European-funded projects, and partnering and advice on resource efficient practices. Activities include establishing partnerships with other national or local SME support networks in order to exchange best practice and enhance SME support services (contributing to the future Climate Action and Green Action Plan);

- Improve SME's awareness on access to finance;
- Ensure visibility, recognition and local awareness about the Network.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The Enterprise Europe Network provides business support services – in particular for SMEs – by offering information, feedback and partnering services, innovation, technology and knowledge transfer services. The Network provides services encouraging the participation of SMEs in the COSME and Horizon 2020 programme as well as internationalisation services beyond the Single Market and informs SMEs on funding opportunities under the European Structural and Investment Funds. The Network helps SMEs with regards to access to finance and EU funding and helps them to become more resource and environmentally efficient (e.g. Green Action Plan).

Applicant organisations must be established in EU Member States or in countries participating in the COSME programme under Article 6 of the COSME Regulation. Applicant organisations must be legal entities. They can be fully or partly public or private bodies; corporate bodies must be properly constituted and registered under the law.

EXPECTED RESULTS

The expected results are:

- Increased number of SMEs linked with other entities across Europe for cross-border business cooperation, technology and knowledge transfer and technology and innovation partnerships.
- Higher rate of European SMEs exporting within the Single Market.
- Higher rate of European SMEs exporting outside Europe.
- Better understanding of European SMEs of EU legislation and of opportunities offered by EU programmes.
- Better knowledge in EU institutions of SMEs opinions, difficulties and expectations.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	PAYMENT PROFILE	BUDGET
Grant – specific grant agreement of two years with a combination of the following forms for the headings:	pre-financing: 70% final payment: 30%	44 913 355

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Call for proposals for partnership agreements– publication	January 2014
Signature of partnership agreements	Q3 2014
Signatures of specific grant agreements	First Batch: Nov-December 2014 Second Batch: January-February 2015
Total duration of specific grants : 24 months	

INDICATORS

- Number of business/technology/research partnership agreements concluded;
- Number of SMEs reached via (digital) information services;
- Number of SMEs participating in brokerage events and company missions;
- Number of SMEs receiving support services (information, advice, events, IPR, business & technology reviews, financing, etc.);
- Impact on clients businesses: increased turnover, jobs created/maintained, new products or services developed, new markets accessed;
- Client satisfaction on the received services.

THE MAXIMUM RATE OF CO-FINANCING

60 %

COS-WP2014-2-02: ENTERPRISE EUROPE NETWORK (ANIMATION)

OBJECTIVES PURSUED

The objectives of this action are:

- Governing the Enterprise Europe Network;
- Ensuring full operation of the Network in an efficient and proactive way;
- Helping the Network to provide its services in an efficient and effective manner and at the highest quality possible;
- Enabling Network partners to provide their services to European SMEs based on the "no wrong door principle".

DESCRIPTION OF THE ACTIONS TO BE FINANCED

- Governance of the Network, in particular by organising the Annual Conference, Steering Group, Working Group meetings or Network stakeholder meetings;
- IT tools and databases, in particular by operating, maintaining, improving developing new IT tools and databases, ensuring data quality, and maintaining an IT helpdesk;
- Network communication, information and support, implement the communication plan, prepare and make promotional material and infrastructure available, increase the Network visibility and facilitate networking;

- Training, implementing an operational training plan;
- Services to the Network, in particular managing knowledge contents, issuing a services bulletin, valorising practices and running sector groups;
- Assistance to and mentoring of Network partners where quality of activities and services needs to be raised; regularly report on Network achievements, weaknesses, quality and risks.

EXPECTED RESULTS

Effective management and coordination of the Network.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under framework contract	EEN animation	2 550 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Signature of the specific contracts	January -December 2014
Start of the actions	January- December 2014
Total duration : 12 months	

INDICATORS

- Number of Network staff trained (centralised, de-centralised and e-learning);
- Number of Network staff having participated in staff exchange and mentoring activities;
- Number of visits to the public website of the Network

COS-WP2014-2-03: ENTERPRISE EUROPE NETWORK - ANNUAL CONFERENCE

OBJECTIVES PURSUED

Contribute to the annual conference of the Enterprise Europe Network in the country holding the rotating presidency of the Council of the European Union.

DESCRIPTION OF THE ACTION TO BE FINANCED

To provide all necessary infrastructure and related services for the organisation of the annual conference of the Enterprise Europe Network in 2014.

EXPECTED RESULTS

Conference with around 800 participants, including all practical aspects (consisting of national meetings, opening session, parallel workshops, closing session, exhibition areas, catering).

THE MEHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	PAYMENT PROFILE	BUDGET
Grant - ad hoc grant Art. 190 RAP	pre-financing: 70% final payment: 30%	450 000

JUSTIFICATION:

An ad-hoc grant will be granted, without a call for proposals, to the Italian government (or the entity designated by it under its responsibility)), as Italy will hold the EU Council Presidency in 2nd half 2014. Only the Italian government is able to organise this conference given that it is the only type of authority having the required competency on this subject in Italy and is consequently in a position of de facto monopoly.

This ad hoc grant will be subject to an award decision to be based on an evaluation.

INDICATORS

- Number of participants
- Satisfaction of participants

THE MAXIMUM RATE OF CO-FINANCING

80%

COS-WP2014-2-04: YOUR EUROPE BUSINESS PORTAL

OBJECTIVES PURSUED

- Your Europe Business becoming a ‘front-office’ for SMEs and entrepreneurs who want to be better informed on their rights and obligations when starting/managing a business in a different country of the Union;
- Provide practical information on the EU-wide rights/obligations;
- Provide information on practical implementation of the EU rules through national legislation;
- Ensure easy access for SMEs: treatment, translation and publication of MS contributions;
- Build up synergies with the EU.Go¹⁵ network and Enterprise Europe Network;
- Introduce innovative ways of content provision to streamline the process and improve user experience; in coherence with the citizens' section (e.g. content syndication systems with participating countries).

DESCRIPTION OF THE ACTIONS TO BE FINANCED

Your Europe Business Portal aims at being the reference public information portal for enterprises interested in cross-border activities within the European Union. Your Europe Business provides a multilingual practical guide that facilitates cross-border transactions. Your Europe Business Portal is part of the Your Europe Portal¹⁶ that includes a business and a

¹⁵ See http://ec.europa.eu/internal_market/eu-go/

¹⁶ See <http://europa.eu/youreurope/>

Citizens section (financed outside the COSME programme). The portal offers all the information citizens and businesses need to exercise their single market rights in Europe. Its unique selling point is that it informs not only about the EU rules, but also how these apply in practice in each member state. In addition, the information is multilingual (in 23 official languages of the EU (all except Gaelic) and in Norwegian for EU-level pages and in the national language(s) and English for the country pages). Thus Your Europe offers businesses, public administrations and stakeholders a centralised and easy access to practical information on doing business in Europe, and signposts to more specialised information and help services, when relevant. The EU-level content was revamped in 2013 to better address user needs and we plan to follow it up with the revamp of the national content in 2014. This measure is the continuation of the actions financed in EIP under the objective of creation of an environment favourable to SME co-operation, particularly in the field of cross-border co-operation in 2011-2013.

EXPECTED RESULTS

Through Your Europe Business the companies will be provided practical information on doing business in the Single Market.¹⁷ Your Europe Business will both complement and promote the services of the Enterprise Europe Network. The goal is to increase the number of page views and unique visitors by 5% per year each, as well as to constantly increase the visitors' loyalty.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	Your Europe Business Portal	800 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Contracts – specific contracts using existing framework contracts	Q1 - Q2 2014
Total duration: 12 months	

INDICATORS

- Number of unique visitors to the portal;
- Number of page views;
- Feed-back on user satisfaction based on a survey.

¹⁷ See also the Action Plan: "Empowering businesses and citizens in Europe's single market: An Action Plan for boosting Your Europe in cooperation with the Member States" COM (2013) 636

COS-WP2014-2-05: CHINA, LATIN AMERICA AND SOUTH-EAST ASIA IPR SME HELPDESKS

OBJECTIVES PURSUED

The **China, Latin America and South-East Asia IPR SME Helpdesks** offer first-line advice and support to European SMEs facing intellectual property rights (IPR) difficulties in, or arising from China, and most important Latin America and South-East Asia countries (especially ASEAN and MERCOSUR member states) By offering expert advice through response to individual business queries, e-learning tools, and in-person workshops, it helps SMEs respond practically to such challenges as:

- counterfeit products entering the European market;
- protecting their valuable IPR before entering and while doing business in China, and Latin America and South-East Asia (e.g. developing the market there for their own products or when following a company to which they have traditionally been a supplier when it enters China, Latin American and South-East Asian);
- how to find and constructively work with administrations or service providers to enforce their IPR in such situations.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The China, Latin America and South-East Asia IPR SME Helpdesks are a continuation of existing Helpdesks. These services offer practical business advice from experienced professionals (lawyers, business executives, IPR investigators) in person, on-line, and through workshops, e-learning materials, and training. The service would cover countries and regions, with a focus on high-growth markets where there are particular IPR problems of importance to European SMEs. The services will be provided both 'on the ground' to European SMEs already 'in country' and 'at home' in Europe, so that the relevant information on IPR in the regions can be delivered where it is most useful/needed most, to serve European SMEs efficiently and effectively.

The services will be offered in co-ordination with and in direct response to requests from European SMEs and their representatives (e.g. sectoral, regional, local associations of SMEs, chambers of commerce). Services will be co-ordinated also with relevant EU Member States SME support administrations and with EU and Member State trade representations. The Helpdesks offer services that could not be easily provided individually by each Member State and allow to pool expertise to be available to any EU SME. Such economies of scale also enable to customise the training or advice to specific sectors or business models. The service will also avoid duplication of technical contacts with the relevant countries administrations to 'signpost' SMEs.

These helpdesks are based on the initial experience with the China IPR SME Helpdesk running as a pilot since mid-2008 and continued under the CIP from December 2010. The ASEAN and MERCOSUR Helpdesks have been started under CIP in 2013. As an example of scale, in 2012 the China IPR SME helpdesk organised 75 training events in the EU and China, trained more than 3,000 SME participants, answered more than 295 individual confidential business enquiries, published 5 guides and 3 updates and received more than 30,000 website visitors online.

The action will be implemented via Call for Proposals. Applicant must be legal entities. They can be public or private bodies entities and also they can be both profit and not for profit entities. Applications can be submitted by one entity or by several entities that create a consortium. Several applicants, submitting a joint proposal should choose within their midst a

lead organisation, referred to as the coordinator. The coordinator and other applicants must satisfy the same eligibility criteria.

EXPECTED RESULTS

Provide support services to assist EU SMEs to both protect and enforce their intellectual property rights in or relating to global markets. The beneficiaries of the services are both European SMEs in the EU and those already present in or investing in or otherwise doing business in global markets.

The service shall contribute to improving knowledge and capacity of the beneficiaries of the service in order to access, diffuse and use IPR more efficiently in global markets. Furthermore, it shall help intermediaries and other relevant organisations to provide initial guidance to the beneficiaries, update and complement the set of self-help materials and guides for the beneficiaries on IPR in commercial, technology transfer and/or research cross-border activities and create a network allowing for good cooperation with related services.

This shall allow European SMEs to use their IPR in a more informed and efficient way, thus contributing to their competitiveness, internationalisation and growth. It shall push for a better global recognition of IPR and help combat counterfeit affecting European SMEs on a global scale.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Grant - call for proposals	China, Latin America and South-East Asia IPR SME Helpdesks	7 200 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of call	Q2 2014 - Q3 2014
Helpdesks operational (website and helpline ready to operate and help SMEs)	Q1 - Q2 2015
Total duration: 36 months	

INDICATORS

1. Number of inquiries from EU SMEs answered and SME satisfaction and feedback on quality
2. Number and quality of training and awareness events, including virtual events organised together with number of SMEs and business support organisation participants
3. Number of visits and hits on the website and SME user satisfaction of the website
4. Number and quality of guides, factsheets, e-learning modules and other publications targeted at SMEs and business support organisations
5. Improved performance of beneficiary in relation to targeted issue

6. Clients performance assessment (growth of sales, jobs created/maintained, new products or services developed)

THE MAXIMUM RATE OF CO-FINANCING

90%

COS-WP2014-2-06: THE SME INTERNATIONALISATION PORTAL

OBJECTIVES PURSUED

The objective of this portal is to offer SMEs tailored and easily accessible information on how to expand their business in third countries. This will be done through integrating the information on existing support services, measures or other sources of information already existing at EU, national and regional levels. This portal will be a 'single-entry point' that will guide the SMEs on their way to internationalisation.

DESCRIPTION OF THE ACTION TO BE FINANCED

The idea of launching an SME Internationalisation portal is one of the outputs of the Commission's Communication on 'Small Business, Big World - a new partnership to help SMEs seize global opportunities'¹⁸. It will provide a gateway to first-entry, business-relevant information on foreign markets and an overview of available support activities for markets outside the EU. The recently prepared mapping on SME support in EU and 25 third countries has showed us that many SMEs, especially from smaller and new Member States, are at a disadvantage because their government or chambers of commerce are not present in many of the priority markets or their national support schemes are not as complete and effective as those of other countries with very proactive SME internationalisation policies. They therefore lack information and support corresponding to all their needs and should be encouraged to cooperate and also exchange experience between 'export veterans' and 'newcomers'. Options to incentivise and motivate cooperation and networking among the diverse chambers of commerce and similar organisations in non-EU countries could be enhanced, particularly where the varied cultural and linguistic assets of these organisations can offer substantial value.

The portal will be linked to existing databases such as the Market Access Database, the Export Helpdesk and the European Customs Information Portal, provide Business Opportunity and Risk Profiles comprising indicators such as economic situation, trade barriers, bureaucratic burden, customs procedures, public procurement regimes and other information for exporting SMEs for example providing information about Union legislation which can be used for concluding contracts with parties in third countries.

The current action will concern the development, management and maintenance of the portal and it's a continuation of measures financed under EIP 2012 and 2013.

EXPECTED RESULTS

One single-entry portal for SME wanting to go international with complete information on the existing support measures at EU and national level as well as the necessary procedures for internationalisation.

¹⁸ COM (2011) 702, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0702:FIN:EN:PDF>

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	Maintenance and further development of the SME internationalisation portal	500 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Signature of the contract	Q2 2014
First update of the portal	Q3 2014
Total duration: 12 months	

INDICATORS

1. Number of Portal users
2. Number of concerned measures
3. Feedback from Portal users

COS-WP2014-2-07: SUPPORT TO SME INTERNATIONALISATION**OBJECTIVES PURSUED**

Improve the efficiency of the existing measures for the internationalisation of European SMEs, as well as to build on the follow-up of the missions for growth¹⁹ in the EU's main economic partners.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

This measure will support further the internationalisation of European SMEs, as originally proposed in the Commission Communication 'Small Business, Big World - a new partnership to help SMEs seize global opportunities'. As it is evident from the mapping study²⁰, there are numerous measures to support SME internationalisation, but further improvement and coordination of those measures is necessary.

In order to do this, organisation of events allowing the Member States to exchange best practices in promoting SME internationalisation and discussions on opening up the provision of services to SMEs from other Member States could be actions undertaken in this framework. This will include actions following-up the Missions for Growth in third countries aiming at promoting internationalisation of EU SME's to the visited countries.

The Commission is also currently identifying the needs of SME managers for training on internationalization. This is done as part of an on-going study looking for common characteristics among business networks involving companies from different regions/countries. The contractor will propose a template for a training scheme, which may

¹⁹ See <http://ec.europa.eu/enterprise/initiatives/mission-growth/>

²⁰ See <http://ec.europa.eu/enterprise/policies/sme/market-access/internationalisation/>

include for instance, training courses or mentoring/coaching schemes aimed at helping enterprises expand beyond EU borders. Following the contractor's indications "training materials" for business managers and business organizations involved in cross-border cooperation (outside the EU's market) will be developed by the European Commission, on a pilot basis.

Under this action, the following measures are proposed:

Events:

1) A conference with Member States and stakeholders (2 representatives for each MS) on the mapping, exchange of good practice, identification of common ground and potential for action at European level in selected countries. This will also cover a Networking support for EU business delegations of the Missions for Growth.

2) Training for SME managers, intermediate organisations and businesses associations on doing business with certain third countries.

A contract will be established to identify and propose what training material could be developed in order to help SME intermediates/managers to undertake activities outside the EU. The needs of the managers and the target countries will be determined by the outcome of the on-going study "Business Networks".

3) Trade mission "European Footwear : More Than Fashion"

This action will support the entry of European footwear in new markets, while contributing to the recognition of our distinctive European footwear.

This pilot project will focus in Kazakhstan, a country which middle-high class has considerably increased in the last 10 years and it is expected to continue this trend.

The European Confederation of the Footwear Industry will lead the project with the support of its Members, the National Associations and Federations of the main producers in EU28.

EXPECTED RESULTS

1. Identification and collection of best practices.
2. Discussion and evaluation of the past Missions for Growth during the Member state's conference.
3. At least 1 meeting with the Member States on opening up the measures to other EU SMEs
4. At least one training tool developed, tested on at least 50 companies or networks

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	A conference with Member states and stakeholders	100 000
Specific contract under a framework contract	Training for SME managers	250 000
Specific contract under a framework contract	Trade mission "European Footware"	150 000

IMPLEMENTATION MODE	TITLE	BUDGET
Total		500 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Signature of the contracts	Q2 2014
Start of the Action	Q2 2014
Total duration: 12 months	

INDICATORS

1. Identification and collection of best practices
2. Annual meeting with the Member States on exchange of best practices and possibilities for opening up the measures to other EU SMEs
3. Evaluation of the past Missions for Growth
4. Training materials developed possibly addressing a specific topic linked to internationalisation and addressing a defined country/group of countries.

COS-WP2014-2-08: EU-JAPAN CENTRE FOR INDUSTRIAL COOPERATION

OBJECTIVES PURSUED

The objectives of the EU-Japan Centre are to:

- Support the EU-Japan Centre to improve European competitiveness through the facilitation of access to the Japanese market for European enterprises and SMEs in particular ;
- Support trade exchanges, investments and access to public procurements;
- Develop a better knowledge of the business environment in Japan through executive training programmes, seminars and business information support and logistic support;
- Consolidate the "Vulcanus in Japan" programme, which provides industrial placements for European engineering and science students in Japan;

DESCRIPTION OF THE ACTION TO BE FINANCED

In line with the EU and Japan's growth strategies and the priority topics of mutual interest, in 2014 the EU-Japan Centre will continue and further expand its focus on the following main thematic areas: SMEs internationalization support (horizontal priority across all activities); "post-Fukushima" business opportunities (i.e. Clean Energy, Raw Materials, Construction Products, Smart Cities, Public Procurement, Environmental Services; Healthy Ageing Populations; industrial innovation and business related R&D, including cooperation on yet unexplored high tech sectoral niches such as satellite navigation industry and services (GNSS), awareness-raising of on-going FTA negotiations and possible outcomes for

European SMEs.

Meanwhile, policy seminars on horizontal industrial policy elements (standardization, ICT, KETS etc.) and market access will remain constant priorities, together with the more ad-hoc events proposed for joint organization by the EU Delegation in Japan, the Member States and/or the Japanese authorities. Collaboration with EURAXESS Links, linking European and non-European researchers in a global community, should be developed.

In terms of priority activities, the EU-Japan Centre primarily intends to significantly consolidate its business support relevance, particularly for SMEs, by an enhanced use of Enterprise Europe Network, in synergy with the training and industrial innovation/R&D activities, by expanding its cluster related activities and particularly by launching two new initiatives on business information support and logistic support. On information support the comprehensive web info portal “EU-Japan Business Bridge” will be operational targeted at SMEs in both EU and Japan. On concrete logistic support, “Step in Japan” will offer free “soft-landing” type of support (hotdesk, meetings/seminar space, info, interpretation support) for EU SMEs, within the Centre’s premises.

Furthermore, in order to consolidate its policy analysis/think tank activities and output, a competitive fellowship scheme (“Minerva Fellowship”) has been set up. The fellowship will be targeted towards younger EU and Japanese academics, trade/ economic analysts and civil servants, with an active interest in Japan and EU-Japan cooperation from multiple perspectives (trade/market access, economy, industrial policy, business, R&D, etc..).The fellows undertake policy analysis on priority topics and support the regular policy agenda of the Centre.

Priority topics for 2014-2015

Special topic : Comprehensive SWOT analysis on EU-Japan relations

a. Current situation and perspectives on EU-Japan trade and industrial relations:

- Japan market access issues (in the context of the FTA/EPA negotiations)
- Japanese public procurement issues
- Access to critical raw materials, including rare earths
- To what extent Keiretsu can be barrier to EU investment in Japan

b. Post-Fukushima business and industrial cooperation opportunities in Japan (disaster management services, clean energy, construction, etc..)

c. EU SMEs internationalisation to Japan:

- Obstacles and opportunities for EU SMEs in Japan (including case studies/sectors)

d. Sectoral aspects:

- Japanese Biotech cluster and industry landscape-business opportunity analysis
- Japanese Nanotech cluster and industry landscape-business opportunity analysis

Japanese GNSS industry landscape- industrial cooperation and business potential analysis

The Centre will take stock of its 4 years of J-BILAT project experience and will continue offering inquiry and helpdesk support for EU and Japanese high tech/R&D oriented companies and clusters to help them internationalise/find cooperation partners and participate in the EU funded programmes (FP7/Horizon2020) and will further continue and consolidate this third pillar of activities while synergize it with business promotion instruments such as

clusters and EEN. Under the R and D and industrial innovation pillar, the Centre will continue to promote the Galileo programme and the EU-Japan cooperation and business opportunities on GNSS, with a particular focus on downstream industries.

In addition to the above mentioned priority activities:

- The executive training programmes will continue to be slightly adjusted towards a more pragmatic and sector specific approach, including an emphasis on B2B contacts. Moreover, two topical missions on World Class Manufacturing and one sectoral cluster support mission will be organised. The course on the “Distribution and Business Practices in Japan” will be resumed. A new training programme in Europe will be launched and managed by the Centre’s Brussels office: “Driving Competitiveness in the EU – practical implementation of Japanese inspired management and production systems”. This activity addresses the practical adaptation of Japanese style management and production systems to Europe, aiming to boost the competitiveness of local companies. Leading EU-based factories, which have formerly participated in Centre’s WCM missions in Japan and have adopted and adapted "Lean" inspired principles and production methods, will open their doors to the local managers (particularly SMEs) interested in understanding and implementing these practices.
- Furthermore, the Enterprise Europe Network service - for which the Centre is the Japan network partner – will be used in synergy to serve participants of the Centre’s training programmes during and after their mission with partnering opportunities, search for Japan.
- For the Vulcanus programme, the number of European participants will be raised, geographical balance of participants will be enhanced.
- The Centre will continue to actively support the EU-Japan Business Round Table (BRT), for 2014 the priorities being the organization of the 16th BRT Annual Meeting in Tokyo, the recruitment of new European members and particularly the projection of a new vision on the future mission and work of the BRT.

EXPECTED RESULTS

1. At least 30-40 European participants for the “Vulcanus” in-company traineeships;
2. Improved information services and helpdesk;
3. Organisation of a new session of the executive training programme.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Grants – ad hoc grant Art. 190 RAP	EU- Japan Centre for Industrial Cooperation	2 800 000

JUSTIFICATION:

An ad-hoc grant will be granted, without a call for proposals, according to legal basis which established the Centre and its role: Council Decision 92/278/EEC of 18 May 1992

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Signature of the grants	Q2 2014
Total duration: 12 months	

INDICATORS

1. Number of seminars organised per year and attendance
2. Number of participants to the executive training programmes
3. Number of enquiries addressed to the Centre and satisfactory replies provided
4. Number of students participating in Vulcanus and their level of competence
5. Level of awareness about the Centre

MAXIMUM RATE OF CO-FINANCING

90%

COS-WP2014-2-09: INDUSTRIAL POLICY COOPERATION

OBJECTIVES PURSUED

The objectives of the Industrial Policy Cooperation are:

- reducing barriers to trade and investment,
- helping European business gain better access to markets,
- improving the business environment with partner economies.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The EU's principal partners for bilateral regulatory and industrial policy dialogues are Brazil, Canada, China, India, Japan, Russia and the USA. These are important markets for trade and investment where there is a clear mutual interest to reduce regulatory disparities and obstacles to investment.

Industrial policy cooperation and co-operation on SME policies is also very important for the candidate countries, the potential candidates and the European Neighbourhood countries which will also be covered by this measure. Dialogues here have a strong regional co-operation component and a focus on SME issues. Countries, often characterized by certain oligarchic tendencies and/or state owned industries, generally have a strong interest in developing the sort of policy measures for SMEs in which the European Union has good practice and policy guidelines as set out in the SBA in order to further liberalise and diversify their economies. In the candidate countries and the neighbourhood countries the EU's policy is to "export" the *acquis communautaire* in this field to develop greater policy affinity between the EU and its neighbourhood, which, for companies, also makes it easier to do business

across borders.

The EU business community has developed a number of business-to-business dialogues which contribute to the business communities on both sides developing advocacy on issues of common interest for both business communities. Whilst these are business led, there may be cases where the EU wishes to provide project funding to some of the joint projects they undertake, or to provide support to initiate or strengthen a business dialogue when it is perceived as in our strategic interest to have the business communities communicate better.

Dialogues are often structured as follows:

- 1) Working groups on horizontal issues (SME policy, industrial policy, regulatory policy issues, such as standardization and conformity assessment);
- 2) Specific working groups on industrial sectors such as motor vehicles and transport equipment industries, textiles and chemicals, raw materials and others.

Usually a dialogue distinguishes a political and/or senior official level (meetings of Commissioners, Ministers, Director General) and a technical level (Commission and Ministry officials) with the technical level often open up for participation of business federations, which provide input on regulatory and policy barriers between the two sides.

The dialogues are aimed at finding ways of reducing the costs arising from differences in regulations, for example by basing regulations on common standards, or mutually recognizing the results of conformity assessment procedures.

Regulatory convergence, or even harmonization, of regulations already in place, is a difficult target to achieve, and the stakeholders are consulted about priorities. More progress can be expected in new areas of regulation, where upstream coordination can prevent barriers from arising.

The following actions will be supported: seminars, workshops, studies and assessments on the specific topics of the industrial policy and regulatory dialogues as and when agreed within the specific dialogues.

EXPECTED RESULTS

1. At least 3 seminar organised
2. Advancement made on at least three policy and regulatory issues
3. At least 2 studies carried out
4. Enhanced cooperation achieved with at least three of the countries visited during the Missions for Growth

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	Industrial Policy Cooperation	700 000
Specific contract under a framework contract	Industrial Policy Cooperation	300 000
Total		1 000 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Specific contracts signed	Q2 2014
Start of the action	From Q2 2014
Total duration: 12 months	

INDICATORS

1. Reducing barriers to trade and investment,
2. Helping European business gain better access to markets in third countries,
3. Improving the business environment in partner economies,
4. Aligning policy concepts and instruments in industrial and enterprise policy with third countries where this is in the interest of European industry operating on such markets,
5. Providing concrete follow-up to political agreements reached on establishing dialogues and deepening co-operation with the countries visited as part of the Missions for Growth initiative

COS-WP2014-2-10: FACILITATING ACCESS TO LIGHT REMOTELY PILOTED AIRCRAFT SYSTEMS (RPAS) REGULATION

OBJECTIVES PURSUED

The measure aims at providing an easy access to all relevant information (applicable regulations, contact point, etc.) needed by SMEs wanting to operate light RPAS (Remotely Piloted Aircraft Systems or drones) in the Single Market. It will boost the development of the civil RPAS application market in Europe.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

Light Remotely Piloted Aircraft Systems (RPAS with a weight < 150 kg) are an emerging technology presenting a huge potential for the development of civil applications and services by SMEs and entrepreneurs. In order for this market to develop, RPAS need to be allowed to routinely access the airspace. (see the SWD(2012) 259 final "*Towards a European strategy for the development of civil applications of Remotely Piloted Aircraft Systems (RPAS)*"). However, the necessary safety regulation for light RPAS is only progressively emerging (see the "*Roadmap for the safe integration of Civil RPAS into the European aviation system*" that has been produced by a group of stakeholders set-up by the Commission²¹).

Light RPAS are today regulated at national level. A number of Member States have already regulation in place. Other Member States are developing it. This situation leads to a lack of awareness about national regulations by SMEs wishing to operate business in other European countries. The difficulty to access the relevant regulation is often such that the SMEs prefer to operate outside Europe.

²¹ See <http://ec.europa.eu/enterprise/sectors/aerospace/uas/>

The development of civil RPAS applications may bring clear benefits to European economy and citizens. The Commission intends to support the development of these applications through a range of measures, including the development of the necessary regulation, support to the development of enabling technologies, etc as well as measures in support of European industries and SMEs. A Communication to this purpose should be adopted in 2014.

The measure should develop the tools (such as handbook, tutorials, advice service, web portal, etc.) deemed necessary to provide an easy access to all information relevant to RPAS operations in the 27 EU countries. It will be adapted to light RPAS operators which are mainly operated by SMEs and entrepreneur with limited aviation background. The measure will not only cover national and European safety regulation, but also provide information related to other important issues like privacy and data protection, insurance requirements, etc. It will also provide information about the evolution of the regulation.

EXPECTED RESULTS

A single entry point to all RPAS related national regulations.
Creation of a European single market for RPAS applications

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Contract – call for tenders	Facilitating access to light RPAS regulation	1 000 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Contracts – calls for tender	Q1 2014
Start of the action	Q2 2014
Total duration: 24 months	

INDICATORS

1. Increase of cross-European business activities in the area of light RPAS
2. Number of SMEs consulting the website
3. Level of satisfaction of website users

3. FRAMEWORK CONDITIONS FOR ENTERPRISES

The third specific objective of COSME is “to improve framework conditions for the competitiveness and sustainability of Union enterprises, particularly SMEs, including in the tourism sector” described in Article 11 of the COSME Regulation.

In 2014, there will be 17 actions to be financed under this specific objective with a budget of more than €24 million.

COS-WP2014-3-01: EXCHANGES OF GOOD PRACTICES TO SUPPORT EUROPEAN COMPETITIVENESS

OBJECTIVES PURSUED

This project covers two exchanges in 2014. The themes of the exchanges will be chosen on the basis of a consultation of Member States in autumn 2013. Member states will be consulted on a list of circa 5 themes and open ended suggestions. The main objective of each individual exchange is to:

- Identify the key factors that are conducive to best performance in the selected area;
- Allow stakeholders to exchange expertise and experience;
- Formulate recommendations that could serve as guidance for policy makers when designing reform measures.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

Each exchange will consist of the following stages:

- 1) Review of literature and existing surveys of best practice, overview of existing Member States' policies, identification of potential countries with the best performance or those that most-improved in the specific policy area selected (main output: inception paper feeding the work of the expert group);
- 2) Expert working group – an ad hoc working group (practitioners from national administrations, private sector, academics, OECD, etc.) will carry out an in-depth technical analysis of a selected number of countries to identify key factors, elements and institutional drivers that are linked to best performance in the specific area (main output: analytical follow-up paper outlining possible good practice recommendations and policy outlook); the participants of the working group are those Member States that want to participate and the relevant stakeholders from business and academic community (participant Member states will be consulted).
- 3) Technical seminar – the findings of the working group will be discussed at a seminar attended by representatives from the relevant departments of Member State administrations. The seminar will allow exchange of views on the challenges and lessons learned, and formulate draft policy conclusions (main output: discussion and exchange of views among Member States, feedback on the draft policy conclusions and recommendations).

Art. 173 of the Treaty on the Functioning of the European Union provides for the monitoring of Member States' actions addressing industrial competitiveness and invites the Commission to promote their policy coordination. The updated Industrial Policy Communication²² calls for a more effective European governance structure to be achieved by the means of closer cooperation with Member States. Exchanges of good practices already completed (KET's) or running (FDI, and more recently Tourism practices and Green Business Models) are quoted as examples of areas of cooperation with Member States.

EXPECTED RESULTS

Based on the outcome of the first 3 steps, final policy/good practice/policy recommendations will be drawn up.

²²

COM (2012)582 final, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52012DC0582:EN:NOT>

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUN ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	Exchange of good practices to support European Competitiveness	310 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Framework contract	Q2 - Q3 2014
Exchange 1	Q1 - Q4 2014
Exchange 2	Q3 - Q1 2015
Total duration : 10 months (each exchange)	

INDICATORS

The monitoring of take up of good practices will be done within the framework of the Art. 173 TFUE Report.

- Number of events
- Number of participating countries/stakeholders
- Feedback from stakeholders on usefulness of exchange
- Policy development at EU level
- Uptake of best practices by Member State

COS-WP2014-3-02: E-SKILLS FOR COMPETITIVENESS AND INNOVATION**OBJECTIVES PURSUED**

The objectives of this cross-sectoral measure are to promote e-skills and e-leadership for competitiveness and innovation and to increase significantly the talent pool of technology savvy entrepreneurs, managers, advanced Information and communications technology (ICT) users and business savvy ICT practitioners in all sectors. The needs go beyond ICT skills and also include leadership, entrepreneurship, management etc, as presented at the conference on “e-Skills and Education for Digital Jobs” on March 2013 in Brussels. These objectives are part of the implementation of the long term EU e-skills strategy presented in the Communication on “e-Skills for the 21st Century”²³.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

This measure builds on the achievements and the successes of the implementation of the long term EU e-skills strategy, of the Digital Agenda for Europe and of the Employment Package adopted in April 2012. It also builds on the EU Skills Panorama and Start Up Europe initiative. It is part of a consistent and coherent long term agenda to remedy e-skills shortages,

²³ For further information : www.filling-the-gaps.eu

gaps and mismatches. There is a strong consensus that a long term EU e-skills strategy is more important than ever in the context of the crisis. The demand for ICT practitioners keeps growing by almost 3% a year while the supply is declining and unemployment especially among young people is increasing.

The measure will focus on several key actions for closing the skills gap to ensure that Europe has the e-leaders and ICT practitioners it needs to spark enduring competitive advantage. These include over the period 2014-2020:

- Engaging with a greater number of stakeholder to further promote and sharpening the concept and vision on e-leadership within the business community;
- Strengthening ICT professionalism and further promote the ICT profession in Europe in line with the goals of the “Grand Coalition for Digital Jobs”;
- Developing and implementing regular monitoring, benchmarking and forecasting of e-leadership skills supply and demand and policies;
- Developing and demonstrating new approaches to deliver e-leadership skills curricula in cooperation with Universities and business schools;
- Supporting the creation of new formats and larger partnerships for teaching and acquiring e-leadership skills;
- Fostering e-leadership in the context of entrepreneurship and new business creation and advancing e-leadership skills to improve entrepreneurial learning across the EU;
- Organising a pan-European communications campaign to share critical insights about the skills needed for innovation and competitiveness.

In 2014, it is planned to publish three calls for tenders covering the following domains of activity: 1) organisation of a pan-European communication and awareness campaign “e-Skills for Jobs”, 2) development and implementation of a European framework for ICT professions and 3) promotion of e-leadership skills in Europe. Several workshops and events with industry and governmental experts will be organised to discuss progress and validate results.

EXPECTED RESULTS

This measure will contribute to generate a large talent pool of ICT practitioners, managers and entrepreneurs in Europe. It will mobilise a large number of stakeholders and Member States in the organisation of awareness raising and communication activities and reach a large audience. It will contribute to increase the quality and quantity of the supply and reduce the existing digital skills gaps, shortages and mismatches contributing to the success of the EU e-skills strategy, of the Employment package and the “Grand Coalition for Digital Jobs”. It will contribute decisively to the promotion of ICT professionalism and the emergence of a European framework for ICT professions in close cooperation with the European Committee for Standardisation (CEN). It will also contribute to the emergence of the digital economy and of new business models by the provision of e-leadership skills with a focus on SMEs.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Contract – call for tender	“e-Skills for Jobs” Communication and Awareness Raising Campaign	2 000 000
Contract – call for tender	Development and Implementation of a European Framework for the ICT profession	500 000
Contract – call for tender	Promotion of e-Leadership Skills in Europe	500 000
Total		3 000 000

INDICATORS

<ol style="list-style-type: none"> 1. Number of participating countries and stakeholders 2. Relevance of the recommendations and of good practices identified 3. Satisfaction survey regarding the relevance of the results and the quality of the deliverables 4. Number of follow-up measures taken by the Commission, public authorities and stakeholders 5. Improvement of the talent pool and reduction of the e-skills and e-leadership skills shortages

1. COMMUNICATION AND AWARENESS RAISING CAMPAIGN**INDICATIVE IMPLEMENTATION TIMETABLE**

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of a call for tender for the Organisation of a pan-European Communication and Awareness Raising Campaign “e-Skills for Jobs” (2015-2016)	Q2 2014
Start of the action	Q1 2015
End of the action	Q4 2016
Total duration: 24 months	

2. EUROPEAN FRAMEWORK FOR THE ICT PROFESSION

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of a call for tender for the Development and the Implementation of a European Framework for the ICT Profession	Q2 2014
Start of the action	Q1 2015
End of the action	Q2 2016
Total duration: 18 months	

3. E-LEADERSHIP SKILLS IN EUROPE

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of a call for tender for the Promotion of e-Leadership Skills in Europe	Q2 2014
Start of the action	Q1 2015
End of the action	Q2 2016
Total duration (months) 18 months	

COS-WP2014-3-03: CLUSTER INTERNATIONALISATION PROGRAMME FOR SMEs

OBJECTIVES PURSUED

The main objectives of the programme are:

- to intensify cluster and business network collaboration across borders and sectoral boundaries;
- To promote the pan-European Strategic Cluster Partnerships to lead international cluster cooperation in new areas;
- To better support SMEs in global competition.

By reinforcing cluster and business network cooperation and supporting the shaping of pan European cluster consortia in a more strategic manner at European level, the action will help SMEs to contribute to the emergence of new value chains and take a leading position globally.

This programme will focus on the promotion of cluster internationalisation where interested consortia will have the opportunity to develop a joint international strategy and support SME internationalisation beyond Europe, especially in emerging thematic areas. This action will also contribute to facilitate international cluster cooperation through the further development of the European Cluster Collaboration Platform.

DESCRIPTION OF THE ACTION TO BE FINANCED

The measure envisages the following actions:

- *Action 1. Cluster Go International*

Strand 1) Supporting preparatory actions for the establishment and shaping of new European Strategic Cluster Partnerships (ESCPs). The ESCPs shall be composed of cluster and business network organisations from EU Member States and from countries participating in the COSME programme under Article 6 of the COSME Regulation. They shall develop and implement a joint strategy to promote cross-sectoral cooperation and to facilitate SME internationalisation in emerging industries, to support growth and employment in Europe. The partnerships are expected to develop a joint 'European' strategic vision with a global perspective and common goals towards specific third markets. This strand could include support services for the identification of strategic partners across Europe, the development of a legal representation, the preparation of a joint branding and marketing strategy and a roadmap for cooperation.

Strand 2) Supporting the further development and running of established European Strategic Cluster Partnerships (e.g. as identified through the European Cluster Collaboration Platform or similar existing pan-European alliances of cluster and business network organisations). This strand could include further preparatory actions such as tailored analysis and fact-finding missions or assistance for opening of a joint office abroad, operational actions involving the cluster SMEs such as the organisation of international cluster matchmaking missions as well as follow-up actions providing assistance for preparing joint business plans and bankable proposals.

The action would be implemented through open calls for proposals. Eligible applicants under action 1 shall be consortia that are composed of minimum one independent legal entity representing a cluster or a business network organisation established in minimum three EU Member States or countries participating in the COSME programme under Article 6 of the COSME Regulation. Each cluster and business network organisation would have to demonstrate that it is involved in offering or channelling cluster and network support services to businesses in compliance with the definition given in the section 5.8 of the "*Community Framework for State Aid for Research and Development and Innovation*"²⁴ and is registered on the European Cluster Collaboration Platform²⁵.

- *Action 2. Support for international cluster and business network cooperation and promotion of European Strategic Cluster Partnerships through the further development of the European Cluster Collaboration Platform.* This action would be implemented through a service contract. These actions will build upon and complement previous and on-going measures on the same topic, including "Promoting international cluster activities in the CIP participating countries" (ending 30/10/2014), and the grants to the European Cluster Collaboration Platform (second ending 30/12/2014).

These actions will seek synergies with the inter-regional activities for cluster cooperation funded under the European Territorial Cooperation Regulation (INTERREG) and the European Regional Development Fund, e.g. in the context of smart specialisation strategies and the cluster animated projects for new industrial value chains in the "Innovation in SMEs"

²⁴ See at: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2006:323:0001:0026:EN:PDF>

²⁵ See at: www.clustercollaboration.eu

H2020 Work Programme. To this end, applicants will be asked to demonstrate how their approach has the potential to act as a catalyst by contributing to and/or leveraging other activities supported under H2020 and European regional funds.

EXPECTED RESULTS

Establishment and further development of Pan-European strategic cluster partnerships, to support SMEs in global competition.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Grant - call for proposals	Cluster Go International	2 250 000
Contract – call for tenders	Promoting international cluster and business network cooperation	750 000
Total		3 000 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Action 1: Call for proposals open	Q1 2014 – Q1 2016
Action 1: Implementation of actions	Q3 2014 – Q3 2016
Action 2: Publication of call for tenders	Q1 2014
Action 2: Start of service contract	Q4 2014
Action 2: Final report	Q1 2017
Total duration: 39 months	

INDICATORS

1. Number of cluster organisations and business networks from different COSME participating countries having benefited from the supported actions
2. Number of partnership agreements resulting from the supported actions;
3. Impact of the supported actions to be measured in the number and volume (i.e. amount) of resulting cooperation projects between international cluster and business network partners
4. Number of SMEs having directly or indirectly benefited from the supported actions, resulting in cooperation projects, as measured through an ex-post survey within one year after the end of the supported actions
5. Increase in the percentage of the turnover from international activities, and employment in Europe, of the SMEs having benefited directly and indirectly from the supported actions, compared to a similar group of SMEs not benefiting
6. Number of events (workshops/conferences/match-making) organised

THE MAXIMUM RATE OF CO-FINANCING

95 %

COS-WP2014-3-04: CLUSTER EXCELLENCE PROGRAMME

OBJECTIVES PURSUED

Promoting cluster excellence across EU Member States and across countries participating in the COSME programme under Article 6 of the COSME Regulation based on a broad spectrum of well-tested methodologies and training schemes as reflected in the Commission's Communication on SME Internationalisation²⁶. The programme will assist cluster organisations, business networks and their managers to provide high quality services to SMEs in different areas, including notably internationalisation.

The interested consortia should be engaged into strategic collaboration on a joint industrial project with specific challenges, and are willing to:

1. improve their management practices as well as their market/competitive advantages and value-chain analytical capacities;
2. provide top quality services to their SMEs, especially on partnering, integration of creativity into their business, internationalisation, exploitation of key enabling technologies (KETs), IPRs protection and resource-efficiency.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The action will implement benchmarking and training activities addressed to consortia that are composed of minimum one independent legal entity representing a cluster or a business network organisation established in minimum three EU Member States or countries participating in the COSME programme under Article 6 of the COSME Regulation. Each cluster and business network organisation would have to demonstrate that it is involved in offering or channelling cluster and network support services to businesses in compliance with the definition given in the section 5.8 of the "*Community Framework for State Aid for Research and Development and Innovation*"²⁷ and is registered on the European Cluster Collaboration Platform²⁸.

The programme will contribute to further promote cluster excellence and develop more world-class clusters in COSME participating countries through well-tested benchmarking methodologies and training activities. Through this action, it is expected that a high number of SMEs in clusters and business networks will receive more professional business support services from their respective organisations.

This action will be the continuation of the measures on cluster excellence financed by CIP under the European Cluster Excellence initiative (2009-12).

²⁶ See <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52011DC0702:EN:NOT>

²⁷ See at: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2006:323:0001:0026:EN:PDF>

²⁸ See at: www.clustercollaboration.eu

EXPECTED RESULTS

Establishment of Pan-European consortia of partners who will be trained to promote cluster excellence in the EU in view to offer better business services to SMEs.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Grant - call for proposals	Cluster Excellence Programme	1 000 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Launch of the Call for Proposals	Q1 2014
Information about the evaluation results	Q3 2014
Signature of the grant agreement	Q3 2014
End of the projects	Q3 2016
Total duration: 30 months	

INDICATORS

1. Number of cluster organisations, business networks and their managers from different COSME participating countries having been directly involved in the action;
2. Number of SMEs which have indirectly benefited from the supported actions through the provision of more professional services provided by the involved cluster organisations and business networks.

THE MAXIMUM RATE OF CO-FINANCING

95%

COS-WP2014-3-05: PROMOTION AND SUPPORT OF THE EUROPEAN STRATEGY FOR KEY ENABLING TECHNOLOGIES (KETS)

OBJECTIVES PURSUED

The objective of the measure is to support the implementation of the European Strategy for Key Enabling Technologies (KETs) as outlined in the Commission Communication²⁹ of 26 June 2012. The actions will support the implementation of the European Strategy for KETs. The strategy will help reversing the trend of de-manufacturing and accelerate the rate of transfer, use and exploitation of KETs by businesses in the EU, in order to stimulate growth and jobs as KETs play a role in traditional sectors and emerging industries in both large companies and SMEs.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

Actions to be supported are notably the promotion at EU level of the action plan, the follow-up of on-going actions on skills and for cooperation between European centres of excellence, an assessment of the implications for KETs of the EU trade instruments, as well as ad-hoc analysis on the status of KETs implementation. Apart from general awareness and promotion, the activities in 2014 will focus in particular on the following objectives:

- Contributing to ensuring a favourable trade environment and a global level playing field for KETs: a study will be launched in order to assess the relevance and appropriateness of existing EU trade instruments for the KETs policy and to give recommendations for possible adaptations of those instruments;
- Follow-up actions to promote KETs multidisciplinary skills in the EU after an on-going assessment of the present situation vs. required training systems. As an example, actions could look into matters such as categorisation of skills, adaptation of curricula, promoting the involvement of European educational and training institutes, certification activities;
- Implementation of actions to promote cooperation between EU KETs technological centres of excellence as a result of an exploratory study that will assess the present situation and will identify the needs for actions
- Contribution to the implementation of smart specialisation in the field of KETs
- Implementation of a first set of recommendations of the KETs High Level Group as development of strategies to promote and enable pan-European access for SMEs to a set of KETs technology platforms of European dimension open to SMEs to test the feasibility of their ideas and projects.

These actions will supplement the following on-going actions (financed under the CIP-EIP programme):

- Running of the KETs Observatory and monitoring of the impact of the KETs strategy: Up to now, there has been no validated market data on development and take-up of KETs in the EU. The KETs Observatory will provide businesses with relevant information on the trends and developments of KETs-related industrial sectors in the EU in comparison with other competing economies. The data about the market evolution of Key Enabling Technologies will allow monitoring of the impact of the KETs strategy;
- Preparatory actions and support actions to contribute to the implementation of the

²⁹ COM(2012)34, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0341:FIN:EN:PDF>

Horizon 2020 cross-cutting KETs work programme (cross-cutting KETs projects will be promoted under Horizon 2020 in order to exploit the possibilities of combination, convergence and cross fertilisation of KETs).

- Several workshops with industry and governmental experts will be organised in the context of the implementation of the KETS Action Plan.

EXPECTED RESULTS

Improve framework conditions for the competitiveness and sustainability of Union enterprises. In particular, it should contribute to create a better environment for the development and the deployment of KETS activities in the EU to the benefits of businesses and the society as a whole.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Contract – call for tenders	Ensuring a favourable trade environment in the field of KETs	300 000
Specific contract under a framework contract	Ensuring a favourable trade environment in the field of KETs	600 000
Remunerated experts Art. 204 FR	Ensuring a favourable trade environment in the field of KETs	100 000
Total		1 000 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of call	Q2 2014
Start of the action	Q4 2014
End of the action	Q4 2015
Total duration: 12 months	

INDICATORS

1. Degree of awareness of EU KETs policy among stakeholders
2. Percentage of Regional Smart Specialization Strategies mentioning KETs
3. Number of participants to events organized on KETs-related subjects
4. Number of joint initiatives launched by EU KETs technological centres of excellence

COS-WP2014-3-06: CORPORATE SOCIAL RESPONSIBILITY

OBJECTIVES PURSUED

The objective of this measure is to organise the plenary meeting of the European Multi-Stakeholder Forum (MSF) on Corporate Social Responsibility (CSR).

DESCRIPTION OF THE ACTIONS TO BE FINANCED

CSR is by definition a multi-stakeholder concept and the EU also gives importance to facilitate dialogue between stakeholders as a part of its CSR policy.

The European MSF on CSR was created in 2002 and the Forum is hosted and facilitated by the European Commission, in close cooperation with a Coordination Committee, in which business, trade unions, non-governmental organisations, and other groups are represented. The European Commission hosts plenary meetings of the Forum in irregular intervals. The EU Member States are invited to the plenary meetings of the MSF. All together a plenary meeting comprises about 300 participants. The latest plenary meeting was held in November 2010 to gain input for the Communication on CSR³⁰ which was published in October 2011.

The MSF is considered to be the main “think tank” for the design and feedback on EU policy on CSR. In 2011, Commission published a Communication on CSR and committed to hold a review meeting on the implementation of its new policy and to gain information about possible follow up of the communication and its agenda for action 2011-2014. Therefore, the review meeting should take place in 2nd half of 2014 and feedback from participants (relevant stakeholders) on EU policy on CSR will be used as input for future policy design.

EXPECTED RESULTS

Dialogue between European stakeholders about developments in CSR and European policy towards it.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	Organisational support for MSF Plenary meeting	100 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Plenary meeting of MSF to be held	Q3 2014
Total duration 12 months including preparation phase	

³⁰

COM(2011)681,
<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:EN:PDF>

[http://eur-](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2011:0681:FIN:EN:PDF)

INDICATORS

Feedback from participants (relevant stakeholders) on EU Policy on CSR useful for input for future policy design

COS-WP2014-3-07: IMPLEMENTATION OF THE ACTION PLAN “CONSTRUCTION 2020”

OBJECTIVES PURSUED

Implementation of the Action Plan Construction 2020, as defined in the Communication on the Sustainable Competitiveness of the construction sector³¹ in order to:

- Facilitate a more rapid adaptation of the construction sector to the evolution of the markets through a better human capital basis;
- Promote a more rapid uptake of innovative approaches and research results;
- Create a coherent policy and regulatory framework for the development of the enterprises and the cooperation amongst them and the Internal Market for construction products and services and industrial cooperation including developing countries.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The measure will be implemented through a series of capacity building measures, roadmaps, market analyses and collection/dissemination of good practices and an annual review of the results achieved with the Action Plan implementation. It foresees also the technical secretariat support for the High Level Forum and the Thematic Groups set up with the context of Construction 2020. It includes:

- Capacity building measures: promote exchange of good practice at policy level that could support Member States in the implementation of the strategy and establishing a strategic construction forum to ensure commitment and capacity building of the different actors;
- Road maps for implementing the different parts of the strategy tailored to the state of development in the various Member States and sector organisations;
- Market analysis and collection/dissemination of good practices relating to different elements of the strategy. These activities would deal with specific domains or measure of the Action Plan Construction 2020 related to financial mechanisms for boosting building and infrastructure renovation, the anticipation of future sector skills needs, the uptake of innovative solutions in the construction sector, performance tests of the compliance of different pieces of the EU legislation, the Internal market access by non EU operators;
- Gathering a strong factual basis on market conditions and competitive pressures on various market segments (residential, non-residential, infrastructure including transport), employment and the level of skills in construction enterprises, the access to finance and delays of payment, investments in R&D, the cost of energy and raw materials, insurance and liability related matters, the access to non-EU markets and the competition with non-EU operators on the EU Internal Market; a state of play of national regulatory measures with respect to sustainability in construction (energy efficiency, water consumption, waste, natural resources);

³¹ COM(2012)433, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0433:FIN:EN:PDF>

- The monitoring of the impact of national fiscal and financial measures for energy efficient renovation (public investments, number of loans/grants, number of project undertaken, jobs creation, energy saved and profitability);
- Imagine Campaign for Construction sector (to attract new talents into the sector);
- Skills/traineeship initiative on new working practices, resource efficiency, key-enabling technologies, new materials, etc. in connection with Joint Jobs, Sector Skill Councils and Sector Skill Alliance initiatives;
- An annual review reporting on a set of indicators about the objectives, findings and results achieved with the implementation of the Action Plan. This review will be presented and discussed during an annual conference of the Construction 2020 High Level Forum.

EXPECTED RESULTS

- Setting up an EU Observatory on Construction to keep good track on the competitiveness and sustainability aspects related to the construction sector and its enterprises in the EU-28 member states;
- Increased attractiveness of the construction sector for new talents;
- Increased investment in low energy buildings in renovation;
- Easier access to Non-EU construction markets.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Contracts with the possibility of renewal	Implementation of the Action Plan “Construction 2020”	1 000 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Launch of the call	Q2 2014
Signature of the contract and start of the action	Q3 2014
Final reporting	Q4 2015
Total duration: 12 months	

INDICATORS

- Number of sectoral organisations participating in the initiatives
- Feedback from stakeholders and participants concerning the added value of the initiatives
- Increased level of investment in energy efficient renovation and resource efficiency
- Number of equipment installations and retrofitted buildings
- Amount of energy saved, percentage of energy used from renewables, reduction in CO₂ emissions

- Number of jobs safeguarded and jobs created in related industries
- Number of new staff entered in the sector
- Increased level of credit support for the internationalisation of the sector

COS-WP2014-3-08: INTERNATIONAL RUBBER STUDY GROUP

OBJECTIVES PURSUED

Participation in the International Rubber Study Group (IRSG) supports the competitiveness of the European tyre and rubber industry, by rendering more predictable the developments on the world market of an essential input – natural rubber.

The IRSG is the only international organisation concerned with rubber where consumers are represented alongside producers, thus providing the only neutral forum for contacts and discussions between these two categories of market actors.

The IRSG will carry out a number of projects, such as the projection on changes in rubber demand given the impact of new tyre legislation and the impact of expected changes in butadiene supply (brought about by the increased use of natural gas as feedstock for chemicals to the detriment of oil) on the production of synthetic rubber.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

Participation in the International Rubber Study Group, of which the EU is a member (Council Decision 2012/283/EU). This membership entails an annual budget appropriation of around €150,000 to cover the mandatory annual contribution to the IRSG budget.

EXPECTED RESULTS

By collecting and disseminating comprehensive statistical information on the world rubber industry, the IRSG enhances the transparency of market developments, thus offering a tool for fighting excessive commodity price volatility. The private sector has a direct interest and involvement in the activities of the IRSG via the so-called Panel of Associates, which gives companies and organisations with an interest in the rubber industry (against the payment of a fee) access to all IRSG publications and other IRSG data and information available. The Panel also makes proposals concerning projects financed by the IRSG and is involved in their implementation.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Membership fees	International Rubber Study Group	150 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Renewal membership	Q3 2014
Total duration: 12 months	

INDICATORS

Participation in the activities of the IRSG

COS-WP2014-3-09: INTERNATIONAL LEAD AND ZINC, NICKEL, AND COPPER STUDY GROUPS**OBJECTIVES PURSUED**

Ensure enhanced international cooperation on issues concerning copper, nickel and lead & zinc and the availability of relevant economic information for the different sectors.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The EU has been a member of the International Lead & Zinc Study Group (ILZSG) and the International Nickel Study Group (INSG) since 1991, and of the International Copper Study Group (ICSG) since 2001. This participation is provided for by Council Decisions n° 2001/221, n° 91/537 and n° 91/179, respectively.

EXPECTED RESULTS

The meetings of the Groups allow exchange of information and best practice in the respective sectors. This can lead to more competitive industry when it comes to exploration, extraction, processing or trade in these sectors. As a result, it could lead to higher employment in the copper, lead and zinc as well as nickel industry. Besides, International Study Groups can contribute to those businesses (large industries as well as SME's active in the sector) that operate outside the EU or plan to do so in the future to improve their market access in third countries.

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Payment of Membership fee	Q3 2014
Total duration: 12 months	

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Membership fees	International Study Groups – Lead & Zinc, Nickel, Copper	40 000

INDICATORS

Participation in the activities of the ILZSG, the INSG and the ICSG

COS-WP2014-3-10: MONITORING OF THE IMPLEMENTATION OF PRINCIPLES OF GOOD PRACTICE IN VERTICAL RELATIONSHIPS IN THE FOOD SUPPLY CHAIN

OBJECTIVES PURSUED

To assess the effectiveness of the voluntary framework in the implementation of Principles of Good Practice in vertical relationships in the food supply chain. The functioning of the food supply chain has direct consequences on all European citizens, since food represents 16% of European households' expenditures. The high food consumer prices put pressure on household incomes.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

In October 2009, the Commission announced its intention to work with Member States to eliminate unfair business to business practices in the food supply chain³² (COM(2009) 591). On 5 December 2012, the High Level Forum for a Better Functioning Food Supply Chain took note of a voluntary framework that several EU trade organisations proposed to implement Principles of Good Practice in this field. The Forum recommended giving a chance to this voluntary approach, while assessing the need for other policy initiatives, including legislation.

On 19 December 2012, the Commission prolonged the Forum's mandate notably to follow progress in this domain (Decision 2012/C 396/06). In the European Retail Action Plan³³ it put forward on 31 January 2013 (COM (2013) 36), the Commission stated that 'stakeholders would benefit from a framework effectively tackling unfair trading practices'. Accordingly, there is a need to assess how effective the above mentioned voluntary initiative will be.

To be objective, that assessment should be independent from the voluntary initiative's governing body. Moreover, such an independent assessment may act as an incentive for the parties to implement the initiative as effectively as possible.

Thus, the Commission may decide to carry out various activities, notably to monitor how the initiative is taken forward and implemented at national and EU level. Monitoring activities are expected to start in the second half of 2014, approximately one year after the launch of the voluntary initiative, which should allow the review to take into account the initiative's first results.

The measure is linked to the EIP measure High Level Forum for a Better Functioning Food Supply Chain.

EXPECTED RESULTS

The good functioning of the food supply chain can stabilize food prices and strengthen the position of the EU food industry on the global stage. Reducing unfair business-to-business trading practices via a European-wide action is expected, inter alia, to facilitate cross-border trade for food SMEs.

³² See <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52009DC0591:EN:NOT>

³³ See <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52013DC0036:EN:NOT>

INDICATORS

1. Indicators on the take-off of the initiative, including: number and representativeness of companies involved, by Member State, by size and by stage in the supply chain
2. Performance indicators: number of complaints; number of complaints solved within 3 months

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Contract – call for tenders	Monitoring of the implementation of Principles of Good Practice in vertical relationships in the food supply chain	200 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of call for tenders	Q1 2014
Award of contract	Q2 2014
Project start	Q3 2014
Final Report/project end	Q3 2015
Total duration: 12 months	

COS-WP2014-3-11: RESOURCE EFFICIENCY SELF-ASSESSMENT TOOL FOR SMES

OBJECTIVES PURSUED

The objective of this measure is to enable European SMEs to increase their understanding of their resource efficiency performance and which measures could be taken to increase their resource efficiency. It will provide all European SMEs with an easy-to-use common tool that also enables benchmarking of SME resource efficiency across countries and sectors.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

As part of the follow-up of the Green Action Plan for SMEs to be adopted in autumn 2013, a European self-assessment tool for SMEs will be developed to provide SMEs with an easy way to assess their resource efficiency performance and which measures could be taken to increase their efficiency. The European tool would be based on an existing, proven tool and methodology that have the scope to be successfully adapted to a Europe-wide context. Owners of such existing tools would be identified through a call for expression of interest followed by a restricted call for tenders for those with the greatest potential. The resulting two-year service contract would concern the adaptation, translation, etc. of the tool and

methodology and the development of a European Database of the information on the effectiveness and cost-efficiency of different types of resource efficiency improvements, collected from SME self-assessments as well as testing of the tool with SMEs.

EXPECTED RESULTS

The expected result is to develop a user-friendly self-assessment tool identifying resource efficiency improvements options for SMEs and indicating their cost-efficiency.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Call for tender	Resource Efficiency Self-Assessment Tool for SMEs	500 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of call for tender	Q2 2014
Signature of service contract	Q4 2014
Final report	Q1 2017
Total duration: 40 months	

INDICATORS

1. Number of SMEs involved in the testing of the tool and their geographical & sectoral distribution
2. Feedback on relevance, effectiveness and added value of tool
3. Relevance, quality and added value of statistical data collected

COS-WP2014-3-12: SME PERFORMANCE REVIEW

OBJECTIVES PURSUED

The general objective of the SME Performance Review is to provide an empirical tool to monitor SME performance and guide policy making. In particular this measure will enable the Commission to effectively monitor the implementation of the ten Small Business Act (SBA) principles as well as the related SME policy elements of the EU2020 strategy³⁴. Its specific objective is to increase and disseminate information on the characteristics and specificities of SMEs in Europe through the supply of comprehensive data, the description and analysis of economic performance as well as its main determinant factors. Its operational objectives are the publication of key statistics on SMEs together with an economic analysis and policy conclusions.

³⁴ See <http://ec.europa.eu/europe2020/>

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The SME Performance Review is made up of annual reports and studies. The 2014 annual report will include an overview of the size, structure and importance of European SMEs, outline the major trends and provide a summary of recent policy developments. The country fact sheets will be instrumental in the monitoring of the SBA implementation. In addition topical studies such as the follow-up of the study on the cost of cumulative effects of compliance with EU law for SMEs) could be run.

Previous measures were financed under CIP/EIP (2007/2013). This measure will contribute to the production of valuable, up-to-date data and analysis on EU-wide- as well as MS-level on latest SME trends and SME policy developments as a basis for evidence-based decision-making in this area, in particular with a view to the SBA implementation.

Expected deliverables include:

1. The annual report on European SMEs
2. A complete set of SBA fact sheets (37 fact sheets for the individual countries of an average length of some 15 pages each;
3. "satellite" documentation (press releases, technical notes, databases, website, etc.) and a separate summary report summing up the main trends of the data compiled for the 37 individual fact sheets.
4. Possibly a new edition to the bi-annual Eurobarometer on SMEs and green markets.

EXPECTED RESULTS

- Improved knowledge and understanding of the situation of European SME;
- Better awareness among target groups of the Small Business Act and its effects on the SME sector in EU's Member States;
- High quality estimation and analysis providing a basis for evidence-based policy making;
- Comparison against the large enterprises sector and benchmarking against the EU average.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	SME Performance Review	1 500 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Specific Contract	Q4 2014
Action implementation	Q4 2014- Q3 2015

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Total duration: 12 months	

INDICATORS

Timely delivery of report and all deliverables

COS-WP2014-3-13: FOLLOW-UP AND MONITORING SBA IMPLEMENTATION

OBJECTIVES PURSUED

This measure aims to support the implementation of the SBA by ensuring its follow-up and monitoring.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The measure will follow-up the implementation of the SBA and in particular will improve its governance by monitoring EU and Member State activities, ensuring and organising the systematic exchange of best practice through events, online tools and experts meetings. In particular it will cover the SME Envoys network meetings, the implementation of the SME Envoys network work programme, the SME Week and the annual SME Assembly including the European Enterprise Promotion Awards (EEPA). It will furthermore cover meetings of the SBA National Contact Points (Sherpas to the SME Envoys), the SME Week coordinators and the EEPA Single points of contact.

Activities to promote and disseminate the good practices could be also included (Best Practice Database).

In 2014 the following meetings are planned:

- Annual SME Assembly including EEPA and SME Week (September)
- Four meetings of the SME Envoys Network (first two meetings planned for February and March)
- Four meetings of their Sherpas (first two meetings planned for February and March)
- Two meetings of the EEPA and SME Week coordinators (February)

Previous measures were financed under CIP Programme 2007-2013. It will bring European and national experts together to discuss the implementation of the SBA, to identify possible bottlenecks in the implementation, and to exchange good practices.

Bringing together policy makers such as the SME Envoys with business organisations and SMEs themselves has proven highly beneficial in 2012 and 2013.

EXPECTED RESULTS

The expected results are:

- Increased commitment of Member States to implement the SBA through the good functioning of the SME Envoys;

- Increased involvement of SME stakeholders in EU-level policy making through an annual forum as foreseen by the SBA (SME Assembly);
- Maintain the SME week as a "vitrine" to allow Member States and other countries participating in COSME to showcase their SME policy instruments and activities.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	Follow-up and Monitoring Implementation SBA	2 100 000
Reimbursement experts/committee Members	Follow-up and Monitoring Implementation - experts SBA	400 000
Total		2 500 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Meeting SME Envoys	One per Quarter
Sherpa Meeting and Envoy meeting; meeting EEPA and SME Week coordinators	One per quarter (Sherpas) - one per half-year (EEPA and SME week coordinators)
SME Assembly	Q3 2014
Total duration: 12 months	

INDICATORS

1. Number of meetings organised
2. Number of participants
3. Timely dissemination of the results
4. Progress achieved in the implementation of the measures in the 10 key areas of the SBA

COS-WP2014-3-14: SBA IMPLEMENTATION: OUTREACH TOOLS

OBJECTIVES PURSUED

Provide communication and information tools to promote the SME policy i.e. Small Business Act, its implementation in the Member States and inform SMEs, SME stakeholders and relevant public authorities about SME policy, economic developments and available support at EU and Member States level (including the quantitative SME Performance Review). This happens at European level but also at national, regional and local level.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

In 2014 the following products are planned, in continuity with activities done in 2013:

- Monitoring implementation of SBA and SBA review & promotion (i.e. Business Planet TV magazine 4th season)
- Small Business portal maintenance, update, development and promotion (since 2009)
- Outreach activities SME policy and SBA implementation - brochures, campaigns

It is important to communicate what the EU is doing to promote SMEs via the implementation of the SBA and its Review, to make it clear that concrete action is being taken. Since the SBA covers measures at both EU and national/regional/local levels, communication of all aspects of SBA implementation is important to give stakeholders a complete view and to maintain the momentum of implementation.

The measure aims at producing outreaching tools (web-based, audiovisual and/or printed leaflets, social media campaigns) to communicate SME policy, particularly the SBA and its implementation, to SMEs and stakeholders. It will also cover communication activities linked to the SME Envoys network, and the production of brochures and website tools for the promotion of the SME Performance Review.

EXPECTED RESULTS

The expected results of the action are:

- Higher degree of public knowledge about SME policy activities ("make know the good news"),
- Contribute to modern communication and outreach activities,
- Well-aimed communication of SBA implementation measures to all stakeholders and the general public.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Grant - specific grant agreement under new Framework Partnership Agreement with Euronews meant to be signed by the end of 2014	Monitoring implementation of SBA and SBA review & promotion (i.e Business Planet TV magazine 4 th season)	750 000
Specific contract under a framework contract	Maintenance, update and promotion of Small Business Portal	300 000
Specific contract under a framework contract	Outreach activities SME policy and SBA implementation	450 000
Total		1 500 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
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MILESTONE DESCRIPTION	INDICATIVE QUARTER
<p>Start of the action – Monitoring implementation of SBA and SBA review & promotion (i.e. Business Planet TV magazine 4th season)</p> <p>The grant will take the form of reimbursement on the basis of unit costs, as authorised by the Commission decision of 2013³⁵, according to Article 124 of the Financial Regulation. The Commission may finance up to 95% of the eligible costs.</p>	Q4 2014
Start of the action – Maintenance, update and promotion of Small Business Portal	Q4 2014
Start of the action - Outreach activities SME policy and SBA	depending on activity implementation
<p>Total duration</p> <ul style="list-style-type: none"> - Monitoring implementation of SBA and SBA review & promotion (i.e Business Planet TV magazine 4th season): 15 months - Maintenance, update and promotion of Small business portal : 2 years - Outreach activities SME policy and SBA implementation : depending on activity 	

INDICATORS

1. Timely production of tools (web-based, audiovisual and/or printed leaflets, social media campaigns);
2. Effective dissemination of tools and use in major events;
3. Impact on target public (number of impacts, number of visits for websites, number of videos viewed online).

THE MAXIMUM RATE OF CO-FINANCING FOR GRANTS

95%

COS-WP2014-3-15: ENHANCING EUROPEAN TOURISM'S COMPETITIVENESS AND SUSTAINABILITY

OBJECTIVES PURSUED

In line with the Lisbon Treaty, the actions proposed under COSME 2014 will contribute to the objectives of the Europe 2020 Strategy, especially by focusing on the enhancement of the

³⁵ Commission Decision of 7/11/2013 authorising the use of unit costs in action grants signed in the framework of the partnership agreement with Euronews, COM(2013)7360

competitiveness and sustainable growth of the tourism sector in Europe. The actions proposed will implement the Commission Communication on Tourism³⁶ of 30 June 2010. These actions aim at:

- Encouraging, directly or indirectly, the creation of a favourable environment for the development of undertakings in this sector;

- Promoting trans-national cooperation, particularly by the exchange of good practice;

by increasing the demand, diversifying the offer and improve quality of tourism supply, and by mainstreaming tourism in the EU political and financial instrument

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The following types of activities will be implemented under the five operational objectives:

1) Increasing tourism flows in low season

This action will be implemented to facilitate the increase of tourism flows during the low and medium seasons, between EU Member States and/or non-EU inbound markets, targeting in particular specific groups, such as seniors (notably through specific active and healthy ageing activities)and youth.

Applicant organisations must be established in EU Member States or in countries participating in the COSME programme under Article 6 of the COSME Regulation. Applicant organisations must be legal entities. They can be fully or partly public or private bodies; corporate bodies must be properly constituted and registered under the law.

Applicants should act in consortium with partner organisations and composed of public authorities, federation or organisation or SMEs who is active in the fields of the call.

2) Diversifying the EU tourism offer and products

This action will be implemented via project partnerships on sustainable transnational products, to promote thematic offer for example – amongst others - in the field of common heritage, maritime tourism, business tourism, rural tourism, sport and tourism, as well as the selection of European Destinations of Excellence. Another call for proposals will exploit the synergies between tourism and high-end and creative industries, setting the conditions whereby other sectors of the tourism chain can fully reap the benefits from high-end/luxury and creative tourism.

For all the grants under this action, applicant organisations must be established in EU Member States or in countries participating in the COSME programme under Article 6 of the COSME Regulation and applicant organisations must be legal entities. In addition to those, essential eligibility criteria for each grant is given below:

- "Sustainable transnational tourism products", applicant organisations can be fully or partly public or private bodies; corporate bodies must be properly constituted and registered under the law. Applicants should act in consortium with partner organisations and composed of public authorities, federation or organisation or SME's who is active in the fields of the call.
- "European Destinations Of Excellence - Selection 2014", applicants must be National Administration in charge of tourism of the countries specified above. If the responsibility for the tourism sector is decentralised, then the proposal may be

³⁶

COM(2010) 352/3, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52010DC0352:EN:NOT>

submitted by the competent regional administration. National Tourist Offices or other public bodies in charge of tourism can submit an application, provided that the competent National Administration gives its consent in writing.

- "From 'Goods' To Experience – Maximising The Synergies Between Tourism, High-End And Creative Industries", applicant organisations can be fully or partly public or private bodies; corporate bodies must be properly constituted and registered under the law. They must be active in the specific high-end and creative industry selected for this pilot phase (e.g. perfume, chocolate ...).

3) Enhance tourism quality, sustainability, accessibility, skills, information and innovation

The main actions will be the maintenance of the “Tourism for All Register” listing companies that provide services for tourists with accessibility problems; in particular responding to senior needs the production of contents for the ICT and Tourism Business Support Portal; a number of actions targeting public and private stakeholders as well as tourists to inform them on funding opportunities, policy initiatives and other actions developed for the benefit of the sector.

4) Improving socio-economic knowledge of the sector

The main actions will be the production of the annual Eurobarometer survey on “Preferences of Europeans towards tourism”; the provision of contents for the “Virtual Tourism Observatory” based in part on surveys of the tourism industry ; as well as the production of the “Tourism Trends and Policies 2016” report (under an ad hoc grant agreement with OECD).

5) Increasing Europe's visibility as a tourist destination as well as of its diverse destinations

The actions will consist of an international tourism communication campaign in third countries advertising Europe as a unique set of very different destinations, as well as the organisation of events and communication activities within the EU (existing framework contracts and joint actions with the Council of Europe targeting in particular the cultural routes (joint management) thus also complementing the parallel promotion activities undertaken with the European Travel Commission.

Tourism-related actions have already been co-financed under the Entrepreneurship and Innovation Programme from 2008 to 2013.

EXPECTED RESULTS

The EU tourism-related actions complement national and local actions. For instance, each National Tourism Office promotes by definition a specific Member State, where many tourists from third countries see Europe as a single destination. Helping the development of European tourism products and advertising them through a comprehensive campaign will meet this specific demand. This needs to be done at EU level as the vocation of the national tourism offices is to advertise each Member State separately. EU actions also generate economies of scales and faster innovation. Grants help European consortia to share the costs of IT development (mobile applications ...). Many regions and cities share the same problems. Pilot projects and the exchange of good practices help them to find new solutions and offer a wider choice of options. EU actions show how to regenerate brownfields by transforming old industrial buildings into creative & tourism centres. Improving socio-economic knowledge of the sector will directly help to evaluate the performance of tourism policies and upgrade them when necessary. Last but not least, tourism is a way for many EU citizens to better understand European history, culture and values. This measure is therefore contributing to the

consolidation of the European integration.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Grant - call for proposals	Increasing tourism flows in low/medium seasons	1 650 000
Grant - call for proposals	Diversifying the EU tourism offer and products – Sustainable transnational tourism products	1 000 000
Grant - call for proposals	Diversifying the EU tourism offer and products – EDEN	750 000
Grant - call for proposals	Diversification of tourism offer through synergies with creative and high-end industries	400 000
Specific contract under a framework contract	Enhance tourism quality, sustainability, accessibility, skills and innovation – Maintenance Tourism for All Register	100 000
Contract - call for tenders	Enhance tourism quality, sustainability, accessibility, skills, information and innovation – Management and content provision for ICT and Tourism Business Support portal	415 000
Specific contract under a framework contract	Enhance tourism quality, sustainability, accessibility, skills, information and innovation – Information and awareness raising activities on funding opportunities, policy initiatives and other actions developed for the sector	455 000
Specific contract under a framework contract	Improving socio-economic knowledge of the sector – Eurobarometer Survey	500 000
Grant - ad hoc grant Art. 190 RAP	Improving socio-economic knowledge of the sector – OECD study	500 000
Specific contract under a framework contract	Improving socio-economic knowledge of the sector – “Virtual Tourism Observatory” content provision and management	500 000
Specific contract under a framework contract	Increasing Europe's visibility as a tourist destination as well as of its diverse destinations – International Tourism Communication Campaign in third countries	2 150 000
Grant - ad hoc grant Art. 190 RAP	Increasing Europe's visibility as a tourist destination as well as of its diverse destinations	280 000
Total		8 700 000

JUSTIFICATION:

- Improving socio-economic knowledge of the sector – OECD study

The OECD started in 2008 this series of reports. The EU wishes to (1) have a more detailed review of the evolution in its Member States, (2) a comparison of their performance with other mature economies and (3) see EU-level initiatives taken into consideration.

Commission considers that the use of the procedure is justified by OECD high degree of specialisation (OECD being best placed to conduct a comparative study between the EU and the other OECD members) and asking the OECD to integrate these tasks in its studies (biannual study on Tourism Trends and Policies ...) is the best option in terms of effectiveness and efficiency.

- Increasing Europe's visibility as a tourist destination as well as of its diverse destinations
Council of Europe

Council of Europe has high degree of specialization in the development & the certification programme for "European Cultural Routes. The cooperation with the Council of Europe to further develop the potential of the 26 certified Routes (as of Oct. 2013) and to demonstrate the value of cultural tourism for strengthening European identity would be more effective and efficient than setting up a competing programme, duplicating the efforts of the Council of Europe.

1. INCREASING TOURISM FLOWS IN LOW SEASON**INDICATIVE IMPLEMENTATION TIMETABLE**

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of call	Q1 2014
Outcome of the evaluation	Q2 2014
Signature of Grant Agreements	Q3 2014
Total duration : 15 months	

MAXIMUM RATE OF EU CO-FINANCING

75%

2. SUSTAINABLE TRANSNATIONAL TOURISM PRODUCTS**INDICATIVE IMPLEMENTATION TIMETABLE**

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of call	Q2/2014
Outcome of the evaluation	Q4 2014
Signature of Grant Agreements	Q4 2014
Total duration: 18 months	

MAXIMUM RATE OF EU CO-FINANCING

75%

3. EUROPEAN DESTINATIONS OF EXCELLENCE - SELECTION 2014

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of call	Q2/2014
Outcome of the call	Q3 2014
Signature of Grant Agreements	Q4 2014
Total duration: 10 months	

MAXIMUM RATE OF EU CO-FINANCING

75%

4. FROM “GOODS” TO “EXPERIENCE – MAXIMISING THE SYNERGIES BETWEEN TOURISM, HIGH-END AND CREATIVE INDUSTRIES

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of call	Q2 2014
Outcome of the call	Q3 2014
Signature of Grant Agreements	Q4 2014
Final reports	Q1 2016

MILESTONE DESCRIPTION	INDICATIVE QUARTER
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Total duration: 12 months

MAXIMUM RATE OF EU CO-FINANCING

75%

5. MANAGEMENT AND CONTENT PROVISION FOR ICT AND TOURISM BUSINESS SUPPORT PORTAL

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of call	Q1 2014
Signature of the grant agreements	Q3 2014
Final reports	Q4 2016
Total duration: 24 months	

INDICATORS

1. Increasing tourism flows in low season

- Number of co-financed projects
- Number of countries participating in transnational cooperation projects
- Number of created public-private partnerships and number of stakeholders participating in trans-national cooperation projects
- Increase of nights spent by EU tourists in other Member States during the low season

2. Diversifying the EU tourism offer and products

- Number of co-financed projects
- Number of countries participating in transnational cooperation projects
- Number of SMEs involved in the development of transnational cooperation projects
- Number of emerging destinations selected as destinations of excellence
- Increased awareness about and visibility of lesser known/emerging destinations as a result of the programme (survey of key stakeholders)
- Number of SMEs involved in high-end /creative industries and tourism project
- Increased awareness of lesser known destinations and tourism offers

3. Enhance tourism quality, sustainability, accessibility, skills, information and innovation

- Number of best accessible practices identified - Number of ICT portal hits and feedback from tourism stakeholders on the usefulness of content - Uptake of (ICT) solutions and services into the business tools of SMEs (number of SMEs)
- Clients/users' assessment of the accessibility and user-friendliness of the proposed solutions and tools
- Increased awareness about and visibility of the key opportunities, policy initiatives and other actions developed for the benefit of the sector (survey of key stakeholders)
- Increased awareness about the opportunity offered by the EURES portal

4. Improving socio-economic knowledge of the sector

- Feedback from tourism industry stakeholders / national tourism administrations on quality, relevance and added-value of documents produced (through a survey or collected through meetings/other exchanges)

- Number of reports/studies (co-)produced and included in the VTO knowledge base

- Feedback from stakeholders / national tourism administrations on the degree to which the data and research results directly or indirectly benefited policy makers at European, national and/or regional level and to SMEs (through a survey or collected through meetings/other exchange)

5. Increasing Europe's visibility as a tourist destination as well as of its diverse destinations

- Number of web pages referencing EU communication materials

- Number of communication events

- Number of portal hits during the low season months

- Number of portal hits during the high season months

- Increased number of non EU tourists from third countries

- Increased awareness of EU as a unique set destination

COS-WP2014-3-16: IMPLEMENTATION OF THE ACTION PLAN “A MORE EFFICIENT DEFENCE FOR A MORE SECURE EUROPE”

OBJECTIVES PURSUED

The objective of the measure is to ensure the implementation of the actions that will be defined in the Communication “Towards a more competitive and efficient defence and security sector”³⁷. The Communication was adopted on 24 July 2013. It aims to support the competitiveness of the defence industry, strengthen the internal market and help defence co-operation between Member States. This strategy will harness different Commission policies and instruments in order to contribute to these goals in an integrated and consistent way. The Communication, contributing to the planned debate on defence at the European Council in December 2013, covers different major policy areas, including Internal market, Industrial policy, Research & Innovation, Space and Energy. The Commission is likely to develop a more detailed action plan following the December Council.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The key role of the defence industrial policy is to provide the framework conditions for companies to be globally active. The actions proposed evolve around 5 key objectives:

1. Promoting the development and use of standards
2. Promoting a common approach to certification
3. Tackling raw materials supply risks for the defence industry
4. Provide support to defence-related SMEs
5. Securing skills for the future of Europe’s defence industry

³⁷ COM(2013)542 final, <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=CELEX:52013SC0279:EN:NOT>

A number of these actions will explore how the defence industry could tap into the potential of the different instruments and tools available at EU level in order to achieve the objectives. For example, the Commission envisage providing guidance to defence-related enterprises, in particular SMEs, on how to use tools such as the Enterprise Europe Network to benefit from increased networking, internationalisation of their activities, technology transfers and finding new business opportunities. It may also explore how cluster policy instruments may stimulate more cross-sectoral cooperation in support of the emergence of new value chains and to support defence-related SMEs in a global setting.

The different actions will be implemented through a series of capacity building measures, roadmaps, workshops, market assessments and collection/dissemination of good practices:

- *Capacity building measures*: promote exchange of good practice at policy level that could support Member States in the implementation of the strategy;

- *Roadmaps* for implementing the different parts of the strategy taking into account the state of development in various Member States and sector organisations. This would for example be particularly relevant in the area of certification;

- *Workshops* will help in bringing relevant stakeholders together to exchange views on how different segments of the Action Plan could be taken forward;

- *Market assessments and collection/dissemination of good practices* relating to different elements of the strategy. These activities would deal with specific areas of the Action Plan related to, for instance, the selection of best practices in supporting SMEs access to contract opportunities and other markets, the screening of critical raw materials, and the use of instruments in support of actions aimed at anticipating future skill needs.

In 2007 the Commission launched the Defence Package. It led to the development of two important Directives on defence procurement and transfers of defence products which were transposed in 2011. They aim to simplify the transfers of defence products within the EU and better integrate the European defence market. This modern legislative framework should support competitiveness, business cooperation and allow the defence industry to achieve the efficiencies and economies of scales essential to its global competitiveness. However, in view of the negative impact of the economic crisis on the defence industrial base with cutbacks in existing and planned defence R&D and equipment programmes, it is important to see how these Directives can be reinforced.

EXPECTED RESULTS

Implementation of the Communication will provide the Member States with a range of different tools and instrument in support of a more competitive defence industry and a more efficient internal market. This will in turn complement any efforts by Member States to develop capabilities through more cooperation and thus contribute to the EU economic development, more innovation, creation of the knowledge economy and retention of jobs in Europe.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Contract – call for tender Specific contract under a framework contract	Implementation of the Action Plan “A more efficient defence for a more secure Europe”	300 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Launch of the call for tender	Q2 2014
Start of the Action	Q1 2014
Total duration: 12 months	

INDICATORS

1. Rise in the use of common standards in defence contracts
2. Launch of discussions with Member States to develop a common approach to certification in the military airworthiness sector
3. Completion of review of raw materials used in the defence sector
4. Production of guidance on eligibility rules for SMEs to take part in dual-use projects
5. Uptake of Commission skills-related instruments/funding for skills projects in the defence area

COS-WP2014-3-17: HLG ON ADMINISTRATIVE BURDENS AND STUDIES**OBJECTIVES PURSUED**

Advises the Commission on how to reduce administrative burdens on businesses (in particular SMEs) stemming from EU law, on how to simplify legislation and on how to make public administration more efficient.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The High Level Group on Administrative Burdens (HLG AB) was set up in 2007 as part of the Action Programme for Reducing Administrative Burdens in the EU. Its mandate runs until October 2014, with a focus on administrative burden reduction, especially for SMEs, and on efficient public administration. This measure therefore continues on-going work under the EIP and for the last year (2014) will be financed by the COSME programme.

The HLG AB supports the EU2020 objective to foster smart growth by aiming to improve the regulatory environment for businesses. Progress is being carefully monitored. As of September 2013 reduction measures representing savings of approximately € 32.3 billion have already been adopted. The European added value is estimated at almost €41 billion of reduction in administrative burdens for European businesses if all measures proposed by the

Commission are adopted by the Council and the European Parliament, and implemented by EU Member States.

Since about a third of the administrative burdens deriving from EU legislation are estimated to stem from inefficient implementation of EU legislation in Member States, the HLG AB has produced a report on best practice in Member States in implementing EU legislation in the least burdensome way. The report has been widely distributed, and the chair and other members promote an exchange of best practices in order to further reduce burdens for businesses on EU, national and sub-national level (e.g. via participation in meetings in the EP, Council, Committee of the Regions, EU expert groups, with national and regional governments and parliaments, business organisations etc.

Under its current mandate the HLG AB will look into the national implementation of administrative burden reduction measures in order to examine whether the reductions in administrative burdens have reached businesses 'on the ground', identify best practice and look for further possibilities to implement EU legislation in the least burdensome way.

The HLG holds regular discussions with Commission services on burden reduction initiatives and adopts opinions on suggestions coming from stakeholders, Commission services or any other sources. These opinions might require additional mapping of information obligations and measurement of regulatory burdens by service providers. Furthermore, studies from service providers might be necessary to provide input on the second element of the new mandate, i.e. efficient public administration, including best practices in COSME participating countries in implementing EU legislation in the least burdensome way (based on the HLG's best practice report and feedback from Member States and stakeholders on the implementation of measures adopted under the Action Programme). The aim is to make the administration globally, not only in the European Institutions, but also in the EU Member States and in countries participating in the COSME programme under Article 6 of the COSME Regulation, more responsive to the concerns of businesses, and in particular of SMEs, and more responsive to the needs and the imperatives on growth.

The Commission also pays for studies on issues of regulatory burden reduction, including on the best methods to measure the costs and benefits of EU regulation, testing these methods and the impacts of EU regulation, with a particular focus on SMEs.

EXPECTED RESULTS

The HLG will continue to adopt opinions on stakeholder suggestions. The Group invites small-business owners to its meetings in order to identify ways of facilitating their lives and reduce administrative burden for them.

The Group has identified 8 measures from the Action Programme for Reducing Administrative Burdens in the EU for a closer follow-up (e.g. allowing SMEs – and in particular micro-companies – to benefit from simplified accounting and auditing regimes, reducing the number of respondents when compiling statistics on intra-Union trade statistics, enabling the wider use of electronic invoicing in the VAT area, simplifying the use of digital tachographs in road transport). The Group will look into the national implementation of these measures and produce case studies including available information on good (or bad) implementation in Member States, use of options for lighter regimes etc.

The aim is to make the administration more responsive to the concerns of businesses, in particular SMEs, and to foster an exchange of best practice on least burdensome implementation of EU legislation between the Member States.

The studies organised by the Commission provide analysis of cost and benefit measurement

methodologies which could then be applied by the Commission and Member States to confirm the cost of EU regulation. The studies also correlate information from different sources and allow gaps to be filled, thereby completing the picture concerning the impact of EU regulation, particularly for SMEs.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Experts reimbursements (Non remunerated experts) and costs for meetings	HLG AB Meetings	150 000
Specific contract under a framework contract	Studies	300 000
Total		450 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Conferences/meetings/workshops/studies/material	Q1 – Q4 2014
Total duration (months) 12 months	

INDICATORS

1. - Number of HLG AB plenary sessions and preparatory meetings (target: 7 plenary sessions and, if needed 7 preparatory meetings);
2. – Visits of the HLG AB chairman and members to the participating countries, EU institutions etc (target 15 visits)
3. – Studies to measure regulatory burdens and costs or to provide input on efficient public administration.

4. ENTREPRENEURSHIP AND ENTREPRENEURIAL CULTURE

The fourth specific objective of COSME is “*to promote entrepreneurship and entrepreneurial culture*” described in Article 12 of the COSME Regulation.

In 2014, there will be 8 actions to be financed under this specific objective with a budget of more than €10 million.

COS-WP2014-4-01: ENTREPRENEURSHIP 2020 ACTION PLAN FOLLOW-UP AND MONITORING

OBJECTIVES PURSUED

Support the implementation of the Entrepreneurship 2020 Action Plan by ensuring the follow-up and monitoring and collection of empirical information on activities covered by the Plan in order to guide future policy making.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

In 2013 Commission published a Communication on "The Entrepreneurship 2020 Action Plan"³⁸ which is a blueprint for decisive action to unleash Europe's entrepreneurial potential, to remove existing obstacles and to revolutionise the culture of entrepreneurship in Europe.

This measure will follow-up the implementation of the Action Plan consistently with the Small Business Act and in coordination with the SME Envoys network and it will enable European and national experts to discuss the implementation of the Action Plan to identify possible challenges in implementation and to provide an evidence base for development of future policy, as well as to exchange good practices as appropriate. Moreover, information collection will be done in a manner coherent and consistent with the SME Performance Review, to avoid duplication.

This measure also includes maintenance of the 'Early warning' IT tool which is made available for SMEs assessing the continued viability of their enterprises, in line with the principle of integrated business support and 'second chance' outlined in the Action Plan.

EXPECTED RESULTS

Country fact sheets to contribute to on-going policy development.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	Entrepreneurship 2020 Action Plan follow-up and monitoring	140 000
Administrative arrangement	Early warning IT tool	10 000
Total		150 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Specific contract (signature)	Q4 2014
Total duration: 12 months	

INDICATORS

- Timely collection of information to be used in parallel with SME performance review
- Policy relevance of the analysis
- Use of the Early warning IT tool

³⁸

COM(2012)795

final,

[http://eur-](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0795:FIN:en:PDF)

[lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0795:FIN:en:PDF](http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0795:FIN:en:PDF)

COS-WP2014-4-02: SUPPORT FOR ENTREPRENEURSHIP POLICY IMPLEMENTATION

OBJECTIVES PURSUED

The objective of this measure is to organize:

- Conference on Boosting the Business of Liberal Professions – follow-up to 2013 working group on liberal professions;
- Conference on Second Chance for Honest Failed Entrepreneurs – follow-up to Commission expert group from 2010 and the 2007 Communication overcoming the stigma of failure.
- Conference on Transfers of Business – follow-up to Commission expert group in 2013 and earlier Communications and recommendations

DESCRIPTION OF THE ACTIONS TO BE FINANCED

Action 1: Conference on Boosting the Business of Liberal Professions – follow-up to 2013 working group on liberal professions

A final conference on the results of the 2013 working group on liberal professions will be organised, with discussions of the resulting draft policy paper on measures to support liberal professions, especially in business development, internationalisation and access to finance in separate breakout sessions, and agreement on the final text of the policy paper, the actions to take and dissemination of the key messages.

Action 2: Conference on Second Chance for Honest Failed Entrepreneurs – follow-up to Commission expert group from 2010 and the 2007 Communication overcoming the stigma of failure

This action will take stock of the developments in the Member States since the last Commission actions in terms of overcoming the stigma of failure and giving honest failed entrepreneurs a second chance. It will identify good practices in a number of areas with a view to define future actions.

Conference will include 4 workshops:

- Testimonials from entrepreneurs and business support organisations: what methods work, how could they be disseminated;
- Preparing for failure and a restart in entrepreneurship training and education;
- Coping with failure in the related areas of science and innovation – what entrepreneurs learn;
- Reforming bankruptcy laws – lessons from recent measures in Member States

Previous measures on the same topic include the Commission expert group from 2010 and the 2007 Communication on overcoming the stigma of failure.

Action 3: Conference on Transfers of Business- follow-up to Commission expert group in 2013 and earlier Communications and recommendations

This conference will be developed on the basis of the evaluation done and recommendations of the expert group convened by the Commission on this subject throughout 2013. It will spotlight best and good practices in the field, including testimonials from entrepreneurs and support service providers, including related topics such as the use of on-line platforms for business transfer, financial issues, and delivery of effective support for business transfer.

EXPECTED OUTCOME

These action will contribute to:

(1) peer-learning across Member States, consolidation and unification of efforts, a joint approach to entering markets outside the European Union, and establishing a level playing field for liberal professions within Europe concerning support measures.

(2) peer learning across Member States, awareness raising for the topic at a European level, identification and formulation of actions at European level.

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Action 1: Conference on Boosting the Business of Liberal Professions – follow-up to 2013 working group on liberal professions	Q1 - Q2 2014
Action 2: Conference on Second Chance for Honest Failed Entrepreneurs – follow-up to Commission expert group from 2010 and the 2007 Communication overcoming the stigma of failure	Q3 - Q4 2014
Action 3: Conference on Transfers of Business- follow-up to Commission expert group in 2013 and earlier Communications and recommendations	Q1-2 2014
Total duration: 18 months	

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	Conference on Boosting the Business of Liberal Professions – follow-up to 2013 working group on liberal professions	300 000
Specific contract under a framework contract	Conference on Second Chance for Honest Failed Entrepreneurs – follow-up to Commission expert group from 2010 and the 2007 Communication overcoming the stigma of failure	400 000
Specific contract under a framework contract	Conference on Transfers of Business- follow-up to Commission expert group in 2013 and earlier Communications and recommendations	200 000
Total		900 000

INDICATORS

Action 1:

- Number of liberal profession associations participating and contributing
- Number of concrete measures proposed
- Participant feedback, utility of input for future policy development

Action 2:

- Number of failed entrepreneurs participating
- Number of members of national administrations participating
- Participant feedback, utility of input for future policy development

Action 3:

- Number of business support organisations participating
- Number of members of national administrations participating- Participant feedback, utility of input for future policy development

COS-WP2014-4-03: DIGITAL ENTREPRENEURSHIP MONITOR

OBJECTIVES PURSUED

The objective of this measure is to support the implementation of the Entrepreneurship 2020 Action Plan as outlined in the Commission Communication³⁹ of 9 January 2013. The action supports the implementation of the European Roadmap for Digital Entrepreneurship.

It will provide to European businesses and policy makers convincing evidence and up-to-date information on trends, market dynamics and up-coming business opportunities on Digital entrepreneurship that would help inspire new entrepreneurial action, build on digital technologies. The information provided will further support and enhance the Start Up Europe initiative.

More specifically, this action will:

- Increase knowledge on the evolution of Digital Entrepreneurship in Europe, notably by extending the development and operation of monitoring tools to follow emerging technology developments and market needs, as well as the digital opportunities for European businesses;
- Identify new business opportunities for European established companies and entrepreneurs in the Digital world and improve awareness raising;
- Support the dialogue among industry, science, and politics with the view to develop a common and coherent vision on the position of European enterprises in the Digital world;
- Continue the annual operation of a Digital Entrepreneurship Scoreboard to measure progress at national, EU and global level.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

Digital entrepreneurship is developing fast and will continue to do so in the decades to come. The needs of the companies are also growing quickly along with the rapid advancement in technological achievements and the new applications that continue growing over time.

³⁹ COM (2012)795: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0795:FIN:en:PDF>

Monitoring in a systematic way the developments and evolutions in the digital entrepreneurship landscape is crucial and there are no reliable and up-to-date data so far. Therefore there is a need to monitor relevant technological and business activities in Europe and also in the major international trade partners. This would provide sound evidence to support entrepreneurs and policy-makers, to adjust their plans and policies accordingly to boost more growth and jobs

This action will continue and extend the operation of the pilot run of the Digital Entrepreneurship Monitor, which started in January 2013 and will run until the end of 2014. The working methodology, indicators selection and the relevant sources, have been validated by the Steering Committee, and are fully described in the intermediate report that will become publicly available at the Digital Entrepreneurship Monitor website, by October 2013.

The Monitor will follow-up, measure and appraise the key trends in Digital Entrepreneurship, including:

- Statistical indicators on the evolution of the five pillars - key enablers of Digital entrepreneurship, namely i) accelerating the digital transformation, innovation and commercialisation, ii) boosting the digital single Market, iii) easing access to finance, iv) strengthening e-leadership skills and v) promoting digital entrepreneurial culture;
- Updates on relevant policy initiatives from all EU 28 members States and main international trade partners;
- Reports and updates on novel digital technologies, emerging market needs, new business paradigms and their impact on the European economy;
- Reports on new business opportunities for SMEs and entrepreneurs and inspiring case studies on entrepreneurs harnessing the new technologies in a successful manner;
- A policy roadmap with concrete support measures to boost entrepreneurial action in the Digital Era;
- number of workshops with industry, the business and academic community and national and regional experts will be organised to shape a pan-European vision and coordinate relevant policy actions;

EXPECTED RESULTS

The Digital Entrepreneurship Monitor will provide to entrepreneurs and intrapreneurs and policy makers convincing evidence and up-to-date information on trends, market dynamics and upcoming business opportunities. Consequently, this action is expected to result in new and more successful entrepreneurial action based on novel digital technologies. More specifically, concrete expected results that would contribute to this outcome are:

- An Annual “Digital Entrepreneurship Scoreboard”, that will be based on the identification of key performance indicators, with a view to measure and monitor progress at national level;
- A website with regularly updated information on statistical data, public policies, innovative and inspiring case studies, and emerging business opportunities;
- Regular reports analysing the framework conditions for success, addressed to policy makers and entrepreneurs, providing an analysis of successful policy mixes that incited entrepreneurial action.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Contracts – call for tenders	Digital Entrepreneurship Monitor	2 950 000
Remunerated experts Art. 204 FR	Digital Entrepreneurship Monitor	50 000
Total		3 000 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of the call “Digital Entrepreneurship Monitor”	Q2 2014
Evaluation and contract signature	Q4 2014
Start of contract	January 2015
End of contract	January 2018
Total duration: 36 months	

INDICATORS

1. Overall quality of the Monitoring mechanism, the scoreboard and the relevant reports
2. Number of countries covered
3. Number of case studies and business paradigms developed
4. Number and geographic coverage of relevant policy initiatives deployed

COS-WP2014-4-04: PROMOTION OF SOCIAL ECONOMY AND SOCIAL ENTREPRENEURSHIP IN EUROPE

OBJECTIVES PURSUED

To improve working conditions and the legal and administrative environment of social businesses, such as cooperatives producing goods or services, mutual societies providing insurance services and complementary social security schemes, associations and foundations present in the welfare sector or following objectives of public interest, other legal forms providing social services.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

1. Presidency Conference on social economy in Greece (first semester 2014)
2. Study on asset locks of social enterprises, i.e. facilitating the creation of reserves within social enterprises of which the assets cannot be distributed to members.

EXPECTED RESULTS

A better knowledge of the national policies concerning the promotion of “social economy enterprises” in the EU Member States. To draw up policy recommendations and good practices in the area.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Grant – ad hoc grant Art. 190 RAP	Promotion of social economy in Europe - Greek Presidency Conference	100 000
Specific contract under a framework contract	Promotion of social economy in Europe - Study on asset locks	70 000
Total		170 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Greek Presidency Conference (grant)	Q1 2014
Study on asset locks (contract)	Q3 – Q4 2014
Total duration: 24 months	

INDICATORS

1. Number of social enterprises participating in the conference, participant feedback
2. Timeliness and quality of the study as basis for policy development

MAXIMUM RATE OF EU CO-FINANCING

95% for Presidency conference

COS-WP2014-4-05: ERASMUS FOR YOUNG ENTREPRENEURS

OBJECTIVES PURSUED

The objectives of the Erasmus for Entrepreneurs mobility scheme are:

- Helping new entrepreneurs acquire and build managerial skills and further develop their business plan/activity by learning from experienced entrepreneurs;
- Learning on the job by the new entrepreneurs by working with the host entrepreneur on concrete business projects;
- Supporting the host entrepreneur in researching, developing and testing or piloting new business concepts, products or services by the new entrepreneur's bringing in fresh ideas from another environment (in national, academic, market etc. terms);
- Raising entrepreneurs' awareness for the benefits from going international and, in particular,

from exploiting the potential of the Single European Market by getting hands-on know-how about other national markets within the EU;

- Intensifying the networking and business relationship between entrepreneurs from different participating countries, especially laying the ground for further internationalisation of SMEs' businesses and for further spreading of innovative methods or products in the Single European Market.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

Erasmus for Entrepreneurs is a mobility scheme that allows potential or newly established entrepreneurs to spend a period of time collaborating with an experienced entrepreneur in another participating country. These mobility actions aim to help the entrepreneurs enrich their experiences as well as learn and network with entrepreneurs in other participating countries.

This measure will expand and strengthen the existing network of Intermediary Organisations (IO) which act as local contact points in participating countries. The IOs are in charge of recruiting and matching the entrepreneurs and facilitating the mobility actions. They also promote the programme and its benefits at local and national level.

Activities to support the network are carried out, including regular meetings with the IOs to foster networking. A Support Office assists the Commission in the promotion, the coordination of the IOs' network and the day-to-day support. This measure is a follow-up of the preparatory action carried out in 2009-2011 and under the EIP objective Entrepreneurship and Innovation Culture in 2012 and 2013.

The interim evaluation of the preparatory action has confirmed the added value of this action and the lack of similar schemes at national level. It also confirms the efficiency of the operational set up to fulfil the pursued objectives and the quality of the exchanges carried out. The cross-border nature of the action makes it unique as a way of promoting entrepreneurship and is directly relevant to a key EU policy objective of internationalisation and helping new and growing businesses to take advantage of the EU's Internal Market.

Promotion of the benefits and achievements of the Erasmus for Young entrepreneurs and technical support to users will be provided.

The initiative will be implemented via Call for Proposals. Expected applicants would be consortia composed of at least 5 entities from at least 4 participating countries. Entities can be public or private entities whose core activity is in the field of business support.

The rate of Union co-financing shall be up to 90 % of eligible costs incurred by the Intermediary Organizations. The European Union contribution shall not exceed 75 % of the programme management costs but may be up to 100 % of the sum allocated by beneficiaries (Intermediary Organizations) to third parties (sub-grantee, i.e. new entrepreneurs) participating in a mobility action. Financial assistance to new entrepreneurs participating in a mobility action shall take the form of a scale of unit cost of maximum EUR 6 600 per entrepreneur within the limit of EUR 500 000 by grant.

EXPECTED RESULTS

The initiative expects to have achieved the following results by January 2017:

- Circa 650 exchanges matched;
- Circa 2000 entrepreneurs registered;
- Circa 100 Intermediary Organisations involved in the implementation of the programme;

- At least 25 countries covered;
- Rate of successful exchanges above 90%.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Grant - call for proposals	Erasmus for Young Entrepreneurs	4 120 000
Remunerated experts Art. 204FR	Erasmus for Young Entrepreneurs	80 000
Specific Contracts	Erasmus for Young Entrepreneurs	200 000
Total		4 400 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication call for proposals	Q1 2014
Communication to applicants	Q3 2014
Signature of the grant agreements	Q4 2014
Final Reports	Q1 2017
Total duration: 24 months	

INDICATORS

1. Number of entrepreneurs registered for the programme
2. Number of relationships achieved
3. Number of intermediary organisations involved in the implementation of the programme
4. Number of countries covered by the Intermediary Organisations
5. Index of satisfaction of the participants

Long term indicators:

1. Number of resulting joint projects/cooperation agreements;
2. Number of jobs created;
3. Number of start-ups created.

THE MAXIMUM RATE OF CO-FINANCING

90%

COS-WP2014-4-06: ENTREPRENEURSHIP EDUCATION (PAN-EUROPEAN ENTREPRENEURIAL LEARNING INITIATIVE)

OBJECTIVES PURSUED

The objective of this action is to develop a pan-European entrepreneurial learning initiative bringing together existing European and national expertise, in line with proposals included in the Entrepreneurship 2020 Action Plan.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The main goal of the initiative is that of supporting a virtual hub on entrepreneurial learning at European level, driven by policy makers and experts with a strong knowledge of the topic and who commit themselves to facilitate progress and increase coordination of the efforts made by Member States and regions.

This action encourages and supports networking of policy makers and practitioners across Europe with a strong interest in the development of entrepreneurship education and in deepening of cooperation at EU level in this area.

Activities under this measure will include:

- Creation of a European network for entrepreneurship education (supported by the organisation of meetings/workshops and also an on-line tool);
- Sharing good practice across Europe, both in policy development and in implementing programmes on the ground;
- Organisation of peer learning activities and study visits;
- Development of generally agreed instruments to collect information on the spread of entrepreneurship education and on the assessment of its results and impact.

The initiative will be implemented through a call for proposals. In order to ensure that the beneficiary of the grant has the necessary instruments to carry out the tasks successfully, specific selection criteria will be defined. Expected applicants would be

- national (or regional) authorities acting in a consortium, representing a substantial number of countries among those participating in COSME (a more precise requirement will be set with the call);
- trans-national organisations devoted to the promotion and development of entrepreneurial learning, which are truly pan-European and act in coordination with national governments or with their support.

This initiative is the continuation of the actions financed under CIP in 2012 and 2013. In 2012 a call for proposals was published, and currently 7 European projects are being supported. Targets of the projects financed include the creation of on-line platforms for educators and the definition of tools for the assessment of entrepreneurial skills. Moreover, a new study on the impact of entrepreneurship education strategies and measures was initiated. The new initiative will build on the results of those activities.

The action will include:

- The creation of an interactive on-line tool for policy makers and experts in the field, where participants will be able to exchange information and practices, and to promote

entrepreneurial learning at European level;

- The selection and presentation of inspiring examples of policy initiatives and strategies adopted at national and regional level, to be made available to policy makers and to all those who are interested in developing entrepreneurial learning;

- The organisation of peer-learning events targeting in particular those managers and officials in public administrations who have the task or the ambition to develop entrepreneurial learning in their country or region;

- The development and dissemination of agreed instruments to collect information on the state of entrepreneurship education and on the assessment of its impact, based on work already carried out at European level (i.e. expert groups, studies and projects supported by the Commission).

EXPECTED RESULTS

There are already a number of coherent strategies and measures in Europe that promote entrepreneurial learning in schools and universities. However, this action aims to contribute to making this type of learning a basic feature in the education systems. A more systematic structure for the exchange of information and experience needs to be created, as well as a framework for monitoring progress according to widely agreed indicators.

The ambition is that of supporting a network and a virtual hub on entrepreneurial learning, whose members will act as promoters of entrepreneurship education at European level, helping to increase the exchange of information and good practice and to improve the coherency of, and synergies between the many initiatives taken in the nationally and regionally.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Grant - call for proposals	Entrepreneurship Education (Pan-European entrepreneurial learning initiative)	350 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Publication of the call	Q1 2014
Information to applicants about the outcome of the call	Q3 2014
Signature of the grant agreement	Q4 2014
Total duration: 36 months	

INDICATORS

1. Number of countries covered by the awarded organisation
2. Number of countries that will participate in the activities of the network

3. Number of participants in the network

MAXIMUM RATE OF CO-FINANCING

90%

COS-WP2014-4-07: WOMEN'S ENTREPRENEURSHIP

OBJECTIVES PURSUED

The objective of this measure is to create a European on-line e-platform for female entrepreneurs.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The measure consists of a call for tender to create a European on-line e-platform for female entrepreneurship. The platform will be an e-One Stop Shop for female entrepreneurship, which will bring together all relevant stakeholders, the European Network of Female Entrepreneurship Ambassadors and Mentors.

This platform will provide information on training, mentoring and access to finance, to start up and grow a business, data and good practices on female entrepreneurship as well as appropriate sectoral information.

This is the continuation of the feasibility study on women entrepreneurs financed under CIP 2012.

EXPECTED RESULTS

Increase the competitiveness of women entrepreneurs by connecting them across border to share practical approaches, address common challenges and broaden their access to information.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Contract - call for tenders	Creating a European online e-platform for female entrepreneurship	1 050 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Call for tender (publication)	Q1 2014
Signature of the contract and start of the action	Q4 2014
Total duration: 12 months	

INDICATORS

1. Timely creation and update of the e-platform

2. Feedback and degree of satisfaction of the users
3. Number of hits and time spent at the site

COS-WP2014-4-08: SENIOR ENTREPRENEURS BEST PRACTICE EXCHANGE

OBJECTIVES PURSUED

The objective is to promote exchange of best practices in the fields of;

- Senior entrepreneurs and executives mentoring new entrepreneurs,
- Support for seniors as potential entrepreneurs.

DESCRIPTION OF THE ACTIONS TO BE FINANCED

The area of seniors as mentors and that of seniors embarking on a 'second career' as an entrepreneur are both dealt with relatively little at European level to date. Sharing of approaches across administrations dealing with seniors and with entrepreneurship support can avoid 'reinventing the wheel' and serve to develop a base of experience for future policy development, as well as useful resources and contacts. As described in the Entrepreneurship 2020 Action Plan, seniors may be a valuable untapped source of entrepreneurial potential which may not access traditional business support, and they may also be a valuable source of mentoring for younger entrepreneurs.

This measure will organise at least two 'labs' for Member States nominated experts to share approaches and details of such actions where retired or senior entrepreneurs serve as mentors, coaches or advisers to new entrepreneurs, or are given support and advice to enable them to become entrepreneurs for the first time themselves. The laboratories will serve as active exchanges of experience.

EXPECTED RESULTS

Recommendations and guidance to be disseminated to interested administrations and organizations (e.g. business support providers, social support organizations) for replication.

THE METHOD OF IMPLEMENTATION AND THE INDICATION OF THE AMOUNT ALLOCATED

IMPLEMENTATION MODE	TITLE	BUDGET
Specific contract under a framework contract	Senior entrepreneurs best practice exchange	500 000

INDICATIVE IMPLEMENTATION TIMETABLE

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Signature of the specific contract	Q4 2014
Laboratories to commence	Q4 2014
Laboratories to be completed, results to be disseminated	Q4 2015

MILESTONE DESCRIPTION	INDICATIVE QUARTER
Total duration: 24 months	

INDICATORS

- Timely delivery of labs and results
- Number of participants in labs and participant feedback
- Uptake of recommendations for policy and programme development