

APPLICABILITY REPORT ITALY

APPLICABLE GOOD PRACTICE I

Good practice general information	
Title of the practice	Promoting women entrepreneurship within project "Partnership for all 2"
Thematic objective of the practice	SME's capacities for internationalization
Region in which the Project Partner wants to replicate it	Lombardy

Good practice targeting the Policy Instrument	
<p>What gaps/weaknesses does this good practice target in the Policy instrument?</p>	<p>The Lombardy Region represents one of the most developed areas in the EU. However, according to the OECD-EU Commission reports, women are still under-represented among local entrepreneurs, even if the number of women entrepreneurs is constantly increasing. The support to women in the way towards entrepreneurship is a key development priority of the Strategic Guidance Document - DIS (DGR n. 1818/2019), outlining the strategy and investment priorities that the Region intends to implement under the Cohesion Policy 2021-2027, and of the policy instrument chosen Lombardy Regional Operational Programme (ERDF ROP) 2014-2020 Co-financed by the European Regional Development Fund (ERDF) priority Axis 3: Competitiveness of SME. Although a range of support mechanisms exists, there is still a lack of appropriate support programs to develop entrepreneurial ideas for women.</p> <p>The adaptation of the selected practice responds to the need underlined by Unioncamere Lombardia (UCL) to bring attention to the role of women in the entrepreneurial world, to their business and networking models with the aim of providing, already from 2020, a concrete, qualitative, collaborative and guiding contribution for the European strategic guidelines in the new programming 2021-2027.</p> <p>Institutions need to promote women entrepreneurs as role models and ensure that the education system is gender-neutral. With a greater number of services, the integration of women in the labour market is increasing and, even more so, where the number of service providers increases, stable female employment increases.</p>
<p>How does this good practice target these gaps/weaknesses?</p>	<p>The support to women in their way towards entrepreneurship is also a key priority of the regional development program and part of structural policies. Although there exist a wide range of support</p>

	<p>mechanisms, there is still a lack of appropriate support programs to develop entrepreneurial ideas for women.</p> <p>Concerning support to companies led by women, the following needs and strategic indications emerge and needs to be supported to strengthen the internationalization potential of women entrepreneurs and more in general of the Lombardy Region economic stakeholders</p> <ul style="list-style-type: none"> - Internationalization: need to increase the value of exports with programs to launch or strengthen the presence in foreign markets. - Education and training: vocational education and training courses in partnership with companies. - Access to credit: promoting access to credit by SMEs. - Innovation: encourage product, process and organizational innovation, also with a view to sustainability. - Transfer of skills: a) to trade associations that today are not always prepared to effectively assist companies that ask for their help; b) to local authorities in the field of Euro-design to directly support companies in their territory. - Support for female entrepreneurs, also via trade associations: the possibility for female entrepreneurs to share their experience and take part in the worktables at a European level is deemed strategic. - Female employment in companies: the need to implement female employment in both self-employment and salaried employment is stressed.
<p>What changes should be made in the good practice to target more gaps/weaknesses in the Policy Instrument?</p>	<p>The selected practice is aimed to promote the role of women in the productive world through a greater (self)awareness, valorisation of innovative entrepreneurial ventures through joint actions implemented (chambers of commerce, business agencies and business angels, academia, and PAs). It answers to the EU, national and regional already in force actions to increase the availability of resources for women entrepreneurs, including the possibility to improve strategic skills, alternative funding and networks. It capitalizes the outputs and alliances already produced by other projects.</p> <p>The practice could be further improved through trans-border cooperation networks aiming at enhancing the innovation capacity of enterprises driven by women.</p> <p>Changes could be made by:</p> <ul style="list-style-type: none"> - building linkages with the mainstream business community; - better inform business support providers and policymakers on the needs and challenges of women entrepreneurs; - facilitate access to alternative finance; - New strategies and regional intervention to upgrade the profile, competencies and skills women entrepreneurs in an EU perspective are valuable outputs which can be of interest to other EU regions and considered for adoption.

Feasibility of the good practice in the particular region	
Do you have proper and reliable support?	<p>Female entrepreneurship is an important driver for the Italian production system, a constantly growing component capable of reconciling commitments, family, and credit needs.</p> <p>In the past decades, Unioncamere Lombardia and the Lombard Chamber system have been working and performing many activities to promote women's business models, policies and supporting instruments.</p> <p>The activity of women entrepreneurs needs support and stimuli to be competitive in the labour market. To facilitate female entrepreneurship, special Promoting Committees have been set up at a local level by Unioncamere and the Italian Chamber of Commerce system, to enhance this component and overcome the gender problems that can be encountered in carrying out economic activities.</p> <p>It is for these purposes that the establishment of the Committees for Women's Entrepreneurship at all Chambers of Commerce has been promoted - starting from 1999 when the first Memorandum of Understanding between Unioncamere and the Ministry of Economic Development was signed, as from 2003.</p> <p>After the protocol was signed, the Committees were progressively set up, which include female entrepreneurs identified by trade associations and trade unions involved in the promotion of female entrepreneurship.</p>
Is there a stable funding option to support the good practice application in the long term?	<p>Concerning strategic programming for businesses, the key elements are the ERDF ROP Programme in the Lombardy Region and the strategy followed by the Region for the definition of the Strategic Guidance Document - DIS (DGR n. 1818/2019), outlining the strategy and investment priorities that the Region intends to implement under the Cohesion Policy 2021-2027.</p> <p>Firstly, the ERDF ROP Programme in the Lombardy Region has a total budget of 970.4 million euros, and two priority axes dedicated to the business system for an amount of approximately 644 million euros. To date, the Region has published 26 calls for proposals in favour of enterprises under the ROP ERDF and it is expected that further 4 calls for proposals will be launched (Business Start-ups, Tourism and Attraction and Tourist and Cultural Attractors, Innodrive Measure C) during 2020.</p> <p>Secondly, the Strategic Guidance Document - DIS (DGR n. 1818/2019) approved by the Regional Council in July 2019 outlines the strategy and investment priorities that the Region intends to implement under the Cohesion Policy 2021-2027. The document represents the regional programmatic framework of reference for the construction of the future Operational Programmes under ERDF and ESF+ funds highlighting the factors that positively and negatively condition the achievement of certain results thanks to the analysis of data common to several benchmark territories (e.g. the 4 Motors of Europe).</p> <p>The Lombardy Region is also working for women's support:</p> <ul style="list-style-type: none"> - the number and role of female entrepreneurs who own craft businesses in Lombardy in 2019 continue to be higher in number than all other Italian regions (350,405), reaching 66,763 units or 19.1%; - the female employment rate is higher than the Italian average, reaching 60% (compared to 76.1% for men).

	<p>In terms of attention to the world of female entrepreneurs, the Lombardy Region has invested through vouchers in the 'Free Nurseries' measure (which reduces to zero the fee for accredited public or private nurseries) to the ESF linked to the most fragile categories to bring women closer to the world of work after maternity and has used other instruments on the ESF fund, such as the experimental measure 'Family Caregivers Bonus', to support the elderly, another task that often falls to women.</p> <p>Finally, the measure 'Territorial Reconciliation Plans 2020-2030' implements and finances various support actions: family caregiver services (e.g. emergency babysitters, the accompaniment of elderly and disabled medical examinations); services for the management of pre-school and after-school and school closing periods (summer camps, after-school, etc); support services for the enjoyment of leisure activities in favour of minors (e.g. accompaniment and enjoyment of sports and leisure activities, visits to parks/museums, etc); time-saving actions in favour of owners or employees of commercial or artisan enterprises, limiting them to micro-enterprises with a maximum of three employees for activities not related to company management.</p>
<p>Are there any factors (of political or economic nature) that can clearly prevent implementation of this good practice?</p>	<p>At present we cannot refer to explicit factors, of political or economic nature, that can clearly prevent implementation of this good practice.</p>
<p>Are there any factors (of political or economic nature) that can clearly foster its implementation?</p>	<p>Having a strong experience in the development of supporting local business activities, start-ups' management and structured services that enhance the economy of business operators, UCL has an active role in the process of empowering female entrepreneurship in the local context, by performing a strategic role in mapping, stocktaking and analysis of the conditions of the professions and new business models in the Region.</p> <p>Besides, to ensure the sustainability of the exchanged knowledge, UCL will constantly transfer the knowledge and practices generated by the activities of the project to the network of the associated chamber of commerce and their SMEs.</p> <p>Regional Unions in Italy are interlocutors of local governments, as enshrined in the LEGISLATIVE DECREE 25 /11/2016, n. 219, art. 6. In force of its statute and institutional role, the "Agreement for Economic Development and Competitiveness 2019-2023", has been signed by the Lombardy Region and by the Lombardy Chamber of Commerce System. Signed for the first time in 2006, this agreement constitutes a model of an institutional partnership of great strategic value in the implementation of shared interventions for the competitive growth of Lombard companies and territories, also favouring the convergence of projects and resources of other subjects on priority development objectives, such as innovation, internationalization, development of human capital, access to business credit, administrative simplification, environmental quality and efficiency.</p> <p>Regione Lombardia recognises and undertakes to enhance the role and contribution of the chambers of commerce as institutions operating in a functional autonomy regime, identifying the same as</p>

	<p>the privileged interlocutor for the implementation of interventions to Support of the companies and delegating them the carrying out of those functions in favour of the development of the system of the enterprises which can best be activated at the local level. Regione Lombardia and the chamber system undertake to develop a favourable environment for SME entrepreneurship and to promote joint actions to facilitate the access of businesses and territories to the opportunities for programming funding Community. According to Art. 9 for the Agreement, Unioncamere Lombardia is (typically) identified as the implementing Entity of the actions of the agreement, according to art. 27-ter of L.R. 34/1978.</p>
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Adaptation of the good practice in the particular region	
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<p>Can the existing design of the good practice be applied as it is?</p>	<p>The selected practice is designed to support female business and to constitute a window to give them visibility, open possibilities for professional exchange and training, help to cross their networks, match needs and solutions. The same model can work for women entrepreneurs from other Regions and also for SMEs, organizations and associations which may be interested in a new way to boost their activities. The general outline of the action, including many specific activities, can be directly implemented as they are, namely:</p> <ul style="list-style-type: none"> - Training activities - Coaching - Orientation services - Aggregation and empowerment of female entrepreneurship <p>It is important to underline that all the original activities shall be adapted to the specific socio-economic and cultural context of the Lombardy region, to the specific role of women in the entrepreneurial regional framework, on their models of business and networking, to provide a concrete, qualitative, collaborative and guiding contribution for the strategic guidelines European in the new programming 2021-2027.</p>
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<p>To what extent does the application of the good practice target the problems in the application area?</p>	<p>The Lombardy region constitutes one of the most developed EU economic and productive areas. However, according to the OECD-EU Commission reports, women are still under-represented among local entrepreneurs, even if the number of women entrepreneurs is constantly increasing. Women are keener to operate in non-capital-intensive sectors, tend to have different motivations/intentions in entrepreneurship than men and latent entrepreneurial potential that is not realised. The challenges include discouraging social and cultural attitudes, lower levels of entrepreneurship skills, greater difficulty in accessing start-up financing, smaller/less effective entrepreneurial networks and policy frameworks, disadvantageous tax policies. New business accelerator services, infrastructures for risk capital, new alternative funding mechanisms can support women also in scaling-up their business. Institutions need to promote women entrepreneurs as role models and ensure that the education system is gender-neutral.</p> <p>The practice is well-aligned to several EU and national and regional actions, devoted to increasing the availability of resources for women entrepreneurs, including the possibility to improve strategic skills, alternative funding and networks, collecting needs and strategic indications regarding issues of interest to female entrepreneurs, in</p>
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	the perspective of what has been prefigured in the new European Programme 2021-2027.
Which aspects of the good practice would you have to change in order to adapt them to the needs of your region?	<p>The core content of the practice, consisting of providing with strategic support, knowledge, training, networking, and services will be replicated without major changes.</p> <p>The objectives, the scope and the elements of the transferred good practice will remain similar. Nevertheless, to optimise the transferability process there is a need to adapt the practice to the specific local social, economic, and cultural framework of the Lombardy region, also to improve existing activities.</p> <p>It is worth to underline that, according to the Interreg Europe Joint Secretariat recommendations, on how to properly implement the transferability process in the COVID-19 and post COVID-19 crisis, the knowledge exchange and the mutual learning exercise can be less focus on pure transregional actions, and more focussed on valorising territorial activities, by taking inspiration from valuable regional practices having similar scopes/contents/ objectives.</p>
How do you plan to change them?	<p>Even if there are no specific changes envisaged, the practice will be adapted to the socio-economic and cultural context of the Lombardy region. Some aspects of the GP(?) will be further implemented, namely:</p> <ul style="list-style-type: none"> - Benchmarking on regional women entrepreneurship and draw the explanatory framework, assess their impact and economic potential for internationalization - Benchmarking on regional actions, regulation, stakeholders - Benchmarking on specific local women needs, challenges, business models and trends for internationalization - Strengthening entrepreneurship networks - Focussing on facilitating access to alternative finance - Creating a more solid network for knowledge and innovation in the strategic economic sectors for internationalization

Transferability/applicability of the good practice in the particular region	
Target groups involved:	<p>The main target groups envisaged by the action can be summarized as follows:</p> <ul style="list-style-type: none"> • Local public authority /Regional public authority /National public authority: the relation with PAs is a relevant key element to support the transformation from knowledge to the commercial market. • Women entrepreneurs/ startupper/ SMEs/ Professional associations: direct involvement, main target of the whole action • Chambers of Commerce, including its network of regional committees for promoting female entrepreneurship: Chambers involved in the project will help to reach other Chambers and to invite them in meeting and presentation. Chambers will activate their contact with SMEs. • Universities: Universities will be considered as target for women's activation and services' evaluation. • NGO: Interest groups and associations can highly support the project, for example, by providing a social / gender approach • General public: the action is aimed to impact through providing useful information concerning the labour market.

Multi-level and multi-professional approach:	<p>Unioncamere and the Lombardy Chamber of Commerce system have been working, also through the Committees, to promote women's entrepreneurship, as a fundamental component of the entrepreneurial fabric, to promote entrepreneurial culture among women, and promote a positive attitude and female role models, ensure that their policies help women to participate in the labour market.</p> <p>During the past decades, initiatives aimed at fostering the creation and development of networks among female entrepreneurs, in support of an entrepreneurial culture that makes female participation an indispensable point of reference have been developed. The action's final aim is to contribute to positively influence policymakers and the different stakeholders concerning social attitudes towards women in society and the labour market.</p> <p>Generated outputs can be scaled-up at the EU level as they can help to promote a new dialogue among different territories, not necessarily only in the Lombardy region. Guidelines can also be turned into policy improvement at Local, National and EU level.</p>
Human resources:	<p>Unioncamere Lombardia is the association of the public Chambers of Commerce, Industry, Agriculture and Crafts of Lombardy. Its objective is to consolidate policies that support the development of enterprises that operate in the region, to enhance Lombardy's economic leadership in Italy and Europe. There are 6 macro-areas of intervention to support the economic system:</p> <ol style="list-style-type: none"> 1. Economic information for local development 2. Promotion of the territory 3. Internationalization 4. Small and medium-sized enterprises 5. Coordination and assistance to the Chambers of Commerce 6. Internationalization. <p>Unioncamere Lombardia possesses well trained human capital to properly implement the practice in the territorial context, including key personnel with high social skills available in the practice to be transferred to drive the process and foster networks.</p> <p>Therefore, there is no need to shift human resources to different institutions and/ or stakeholders.</p>
Timeline and action plan	<p>December 2020 – May 2021: formal setting-up of the initiative, with the involvement of the key actors and main stakeholders and first contacts with companies.</p> <p>June 2021: launch of the implementation project.</p> <p>July 2021: reporting, debriefing and follow up activities</p>

APPLICABLE GOOD PRACTICE II

Good practice general information	
Title of the practice	Baranya County Industrial Development Programme
Thematic objective of the practice	Governance models and support schemes for the SME internationalization
Region in which the Project Partner wants to replicate it	Lombardy

Good practice targeting the Policy Instrument	
What gaps/weaknesses does this good practice target in the Policy instrument?	<p>Companies working in some sectors have difficulties in finding international partners or consider international cooperation too difficult or not crucial for their growth. For these companies, it is very important to create structured coordination schemes at the institutional level that can support them. Such schemes go beyond a call for proposals, accompanying companies in all the stages, helping them finding the right partner and supporting in the launch of projects.</p> <p>Furthermore, the “POR FESR 2014-2020 - Bando Linea Internazionalizzazione 2020” targets internationalisation in general, while it is also important to promote specifically cross-border internationalisation.</p> <p>The reason is that small companies that may lack the means to compete in a global market or may not know how to deal with international partners, can easily approach closer companies that speak the same language. The problem that Lombardy faces in cross-border cooperation is that Switzerland is not an EU country and, even if traditionally and culturally speaking people living in the two sides of the border are very close, in administrative and bureaucratic terms many barriers are present. That is why the creation of stable coordination between local authorities and stakeholders could be essential, acting as a strategic asset for the economic development of the entire area.</p> <p>In agreement with local stakeholders, we identified five macro-sectors that have these characteristics, offer high innovation potential or present many development opportunities: joint tourist promotion of the three pre-Alpine lakes area, floriculture, sericulture and mulberry-growing, cosmetics, forestry.</p>
How does this good practice target these gaps/weaknesses?	<p>The Italian-Swiss working group (in Italian “Tavolo di Lavoro Italia-Svizzera”) aims to strengthen the cross-border cooperation of SMEs, through structured coordination of services offered to enterprises by local actors. It aims to create an environment favourable to innovation and to the creation of international partnerships, exchanging skills, establishing economic collaboration projects (joint ventures or strategic partnerships), developing innovation projects, attracting investments. The ultimate goal is stimulating joint projects among companies of different nationalities.</p>

	Furthermore, the initiative establishes structured cooperation among key actors present on both sides of the border, allowing to overcome the current lack of effective dialogue and representing a possible first step towards a closer alignment of regional objectives.
What changes should be made in the good practice to target more gaps/weaknesses in the Policy Instrument?	There are few changes, except those due to the real socio-economic and cultural context of the application of the good practice. The only real change is the scope of application: if the original good practice envisaged industrial sector generically, its application on our territory will concern only 5 specific sectors: joint tourist promotion of the three pre-Alpine lakes area, floriculture, sericulture and mulberry-growing, cosmetics, forestry. These changes will not be resource-heavy.

Feasibility of the good practice in the particular region	
Do you have proper and reliable support?	At present, the initiative is a bottom-up action driven by local stakeholders and companies. We are planning to involve regional governments in the two sides of the border, in order to have formal political support, which would be strategic for the improvement and scale-up of the action. So far, they have informally informed us that they could be interested. In any case, collaboration with Switzerland has traditionally experienced strong internationalisation and cross-border relations, thus it is a matter of creating or innovating tools to support existing and future cooperations.
Is there a stable funding option to support the good practice application in the long term?	The Policy instrument “POR FESR 2014-2020 - Bando Linea Internazionalizzazione 2020” has been very successful in supporting Lombard companies to internationalise their activities. In addition to this, one of the main objectives of “Tavolo di Lavoro Italia-Svizzera” is identifying funding opportunities for companies that want to initiate joint cross-border projects. On the one hand, these funding opportunities will be based on synergies with existing funds (structural, national, and European funds). On the other hand, the initiative will continuously involve private financial providers interested in investing in the joint cross-border projects of companies. The typology of the provider will depend on the topic of the project proposed and on the specific needs of the companies, it could be a crowdfunding platform, business angels, fintech opportunities.
Are there any factors (of political or economic nature) that can clearly prevent implementation of this good practice?	At present we cannot refer to explicit factors of political or economic nature, that can clearly prevent implementation of this good practice. Even if Switzerland is not part of the European Union, there is a strong history of territorial cross-border cooperation in the area. However, collaboration needs to be strengthened particularly in specific key sectors, as there are still some administrative and bureaucratic barriers that hamper the full growth potential of the area.
Are there any factors (of political or economic nature) that can clearly foster its implementation?	Firstly, cooperation between Italy and Switzerland has traditionally been very fruitful and continuous. Therefore, relations between the two sides of the border have their structure already they only need further improvement.

	<p>Secondly, an active and formal engagement of regional authorities in both sides of the border would make the “Tavolo di Lavoro Italia-Svizzera” a strategic asset to support the growth of companies, providing an institutional framework and contributing to the general economic development of the area.</p> <p>Thirdly, both the Canton Ticino (Switzerland) and Lombardy are Italian-speaking regions. This fact will play a crucial role in easing the cooperation among companies and local actors. Finally, and possibly, the inclusion of this initiative in an Interreg pilot action may boost the deployment of the initial activities, in particular:</p> <ul style="list-style-type: none"> - Live costs; - Travel costs for coordination; - External experts engagement. <p>A pilot action may be important for a rapid and successful setting-up of the initiative.</p>
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Adaptation of the good practice in the particular region	
<p>Can the existing design of the good practice be applied as it is?</p>	<p>The existing design of the selected good practice foresees the following activities:</p> <ul style="list-style-type: none"> - Identification of promising development initiatives and potential R&D projects of local SMEs and initiate dialogue and foster cooperation between them, seeking future successful projects that can have a multiplier effect later - Involvement of local institutions facilitates and encourages the practical ways of knowledge transfer between these institutions and local firms - Establishment of operational contacts with local companies of multinational or large domestic firms to assess their needs and facilitate the cooperation between them and the local SMEs and scientific institutions. - Building-up of partnerships with local communities to assess local needs and coordinate developments in line with the needs of economic actors, and - Communication of needs and opportunities to potential investors and government bodies responsible for economic development and public funds management. <p>We are planning to perform the same type of activities also in the “Tavolo di Lavoro Italia-Svizzera”: we are developing strong cooperative relations with key actors in the area, selecting the industrial sectors that are the most suitable for the implementation of this type of activities; then, we will focus on the relation with local companies, with the development of innovative cross-border joint projects.</p>
<p>To what extent does the application of the good practice targets the problems in the application area?</p>	<p>The regional contexts of intervention are fundamentally different, as the Lombardy region is a highly developed area, with innovation and internationalisation trends that are the best in Italy.</p> <p>However, there are some unexploited sectors that, with structured cross-border cooperation, offer very high growth</p>

	<p>potential. In agreement with stakeholders we identified five key fields:</p> <ul style="list-style-type: none"> - joint tourist promotion of the three pre-Alpine lakes area - floriculture - sericulture and mulberry-growing - cosmetics - forestry
<p>Which aspects of the good practice would you have to change in order to adapt them to the needs of your region?</p>	<p>The inspiring good practice is implemented in the Hungarian-Croatian cross-border cooperation, an area with financial, innovation and entrepreneurial problems, language barriers, low socio-economic development, a low inclination of SMEs for building international connections.</p> <p>The Lombard-Switzerland border area is fundamentally different: SMEs are keen to internationalisation and export, with high socio-economic development, excellent entrepreneurial skills, and no-language barriers (Canton Ticino is an Italian-speaking area).</p> <p>Anyway, all aspects of the Hungarian good practice can be applied to our territory, having the effect to boost the positive trends already present and providing a coordinative framework to further improve cross-border internationalisation and joint innovation of companies.</p> <p>The only change will be the scope of application. The Hungarian good practice targets “industry” in general, while we are selecting specific sectors of implementation: joint tourist promotion of the three pre-Alpine lakes area, floriculture, sericulture and mulberry-growing, cosmetics, forestry.</p> <p>The reason is that, as the area is highly developed, we decided to concentrate on sectors which are more in the interest of stakeholders and which have a high potential for growth with cross-border cooperation.</p>
<p>How do you plan to change them?</p>	<p>The objectives of the transferred good practice are similar, the same applies to the activities. What changes is the scope of application: instead of having industry in general as the target sector, we will focus on 5 macro-sectors: joint tourist promotion of the three pre-Alpine lakes area, floriculture, sericulture and mulberry-growing, cosmetics, forestry.</p> <p>Therefore, the aspect to be changed is the industrial sector's target, which is only a detail, while the main activities and objectives remain the same.</p>

Transferability/applicability of the good practice in the particular region	
<p>Target groups involved:</p>	<p>The target groups, the key actors and the main territorial stakeholders of the existing good practice coincide with the ones that we are planning to involve in the “Tavolo di Lavoro Italia-Svizzera”: Chambers of Commerce, regional and national Authorities, trade and professional associations, universities, local communities, SMEs and companies. In particular:</p> <ul style="list-style-type: none"> - Target groups: SMEs and companies;

	<ul style="list-style-type: none"> - Key actors: regional and national authorities and Chambers of Commerce, trade and professional association; - Main territorial stakeholders: universities, trade and professional associations, local communities. <p>We are planning to engage them presenting the initiative, underlining what will be the core advantages, stressing its strategic importance and making clear the potential of innovation and further growth not only of the companies participating in cross-border cooperation but also for the entire area.</p> <p>We deem that the identified group of actors will be appropriate to ensure the transferability of the practice.</p>
Multi-level and multi-professional approach:	<p>The personnel in charge of the application of the selected good practice have enough competences to ensure a successful implementation, also given the fact that the responsible organisation is of the same nature as the original one. They have also high professional commitment, recognising the strategic importance that an initiative of this type can have in boosting internalisation and economic growth.</p> <p>Moreover, being the Union of the Lombard Chambers of commerce provide us with enough resources to properly disseminate (in a transparent way) the aim and result of the good practice in the territory.</p>
Human resources:	<p>The transferred good practice rely on the equivalent amount of well-qualified and committed human resources: at the same way as the original good practice, the key institution in charge of the implementation will be a chamber of commerce, in particular a union of chambers of commerce (Unioncamere Lombardia). For this reason, the fundamental similarity of organisational contexts underlines that there is no need for a shift of human resources to different institutions for the correct implementation of the practice.</p> <p>Furthermore, each actor and main stakeholder have identified a qualified and committed responsible for participating in the initiative, fostering the creation of a long-lasting territorial network.</p>

Timeline and action plan	<p>3 periods:</p> <p>November 2020 – January 2021: formal setting-up of the initiative “Tavolo di Lavoro Italia-Svizzera”, with involvement of the key actors and main stakeholders and first contacts with companies.</p> <p>February 2021 – May 2021: Cross-border networking activities among companies and selection of the promising joint projects.</p> <p>June 2021 – August 2021: launch of the joint projects.</p>
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