

## GRESS - GREEn Startup Support

Improve policies for SMEs' competitiveness by strengthening capacities to trigger and support formation of sustainable and competitive of green start-ups and spin-offs

### Action Plan for the Westpomeranian Region





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## 1. Introduction

### 1.1. GRESS – GREen Startup Support

The overall objective of the Interreg Europe GRESS project was to improve policies for SME's competitiveness by strengthening capacities to trigger and support the formation of sustainable and competitive start-ups and spin-offs within the green economy.

Gathering partners with a range of development levels in terms of GDP, from Poland, Greece, Bulgaria, Italy and Norway, interregional collaboration was essential for mutual learning, effective coaching and bringing innovations to the market. Partners had different experiences, approaches, and performance regarding green start-up support. Through workshops and online tools, GRESS promoted policy learning between partners and regional stakeholders in a holistic manner; the horizontal actions created value and delivered innovation across multiple sectors. Specifically, GRESS generated input to the improvement of policy instruments and enabled scaling up of green innovation through the potential for replication of results in other European regions.

The project sought to improve five policy instruments through governance measures, new projects, and structural change. Around 26 MEUR in Structural Funds and 7 MEUR of other funds were estimated to be influenced by the project.

Partners within the GRESS consortium improved awareness of opportunities for SMEs in the green and blue economy with the view to:

- increase the number of participants and improve the quality of training programmes for green start-ups
- attract more SMEs to participate and succeed in public procurement of green products and services
- enhance access of SMEs to risk capital outside the local region
- make cities and regions more attractive for young entrepreneurs in green sectors
- introduce improved incentive schemes for green start-ups, enhance the performance of ecosystems
- grow the number of competitive start-ups and spin-offs within the green economy and improve their chance of survival.

The current economic crisis has further exposed the need for a reconsideration of traditional economic models and approaches. With the economic crisis continuing to affect growth, and environmental challenges mounting, governments around the world are increasingly seeking more innovative ways to promote economic activity and tackle global environmental challenges such as climate change and the scarcity of natural resources. Green growth policies need to encourage innovation, as this can enhance efficiency in the use of natural capital and foster new economic opportunities from the emergence of new green activities.

Green innovation not only has the potential to provide efficient and effective solutions to environmental challenges, but can also contribute to making companies more competitive, and hence work towards a stronger economy. Firstly, eco-innovations can lead to increased productivity and energy efficiency, thus improving the cost competitiveness of businesses. Secondly, the market for environmental goods and services is growing fast; a comparative advantage in such markets can therefore be an important source of economic growth. Thirdly, eco-innovation can contribute to the emergence of new business opportunities. Against this background, partners in the GRESS Project have been working since 2019.

## 1.2 The importance in green start-up support

Europe has ambitious goals for the future - under the Paris Agreement, the EU committed itself to become carbon-neutral by 2050 and a 55% reduction of emissions by 2030. The 25 million SMEs in Europe account for 99.8% of all firms and are both a significant source of job creation and prosperity and an engine for the green transition especially now, during the recovery period post-COVID. SMEs and start-ups are deeply woven into Europe's economic and social fabric; they provide two out of three jobs, bring training opportunities across

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regions and sectors, including low-skilled workers, and support society's welfare, including in remote and rural areas. The daily challenges of European SMEs to comply with rules and access information, markets, and finance are thus challenges for the whole of Europe.

Green entrepreneurship is a business approach that considers not just profit, but also social and environmental sustainability. Green entrepreneurship is also a means to improve the management of natural resources while simultaneously ensuring that they are used in an efficient and sustainable way. Therefore, a business established according to principles of efficiency and sustainability becomes an interesting opportunity for the whole ecosystem, spurring imitation and innovation, and attracting capital and interest from relevant stakeholders.

Entrepreneurship developed according to the principles of sustainable consumption and production can help manage better scarce natural resources (water, land, energy, etc.) – ensuring economic growth that is both efficient and sustainable. From this perspective, increasing the numbers of start-ups and spin-offs within the green economy is an opportunity for the whole society, promoting innovation, inspiring others to follow the same path, and ultimately attracting interest and capital to the economic sectors that improve the environment and the economy at large. Developing an ecosystem where green start-ups and spin-offs can flourish will require also requires the creation of national, regional, and European infrastructures that can support them.

The European Union acknowledges the essential role of SMEs and start-ups during the recovery and transition phase. As part of the industrial package, its SME strategy is viewed instrumentally for implementing, among others, the Green Deal. The European Green Deal seeks to achieve climate neutrality across Europe by 2050 by encouraging the adoption of environmental practices that promote low carbon emissions, a circular economy, and economic growth that does not jeopardise our ecosystem and natural resources.

The European Green Deal recognises the key role SMEs can play in this transition towards a more sustainable future, allowing SMEs to make the most of their flexibility and position themselves in the market as leaders in eco-innovation. For SMEs to be able to continue to grow and offer a wide range of innovative and sustainable products and services, Member States need to ensure that appropriate green industrial policies are put in place to further stimulate their onboarding in this sustainable journey, such as capacity building and support for transition, reducing regulatory burden, enhanced market entrance, and improved access to finance.

## 1.3 State of play for green start-up support in Europe/GRESS regions, baseline report

There is no doubt that green business is critically important for productive, healthy and sustainable societies. As green businesses use limited amounts of (or no) fossil fuels and have low (or no) emissions, they can play a key role in combating climate change while contributing to growth and the creation of decent and green jobs. But apart from macro-level benefits, going green also makes business sense for the entrepreneur. The benefits of greener business include access to untapped markets, improved resource efficiency and cost savings, and improved productivity of staff as a result of a cleaner and safer working environments.

Green start-ups also play a key role in promoting structural change. While established companies generally have their strengths in improvement innovations, it is start-ups that introduce fundamental environmental innovations to the market as pioneers. In the transformation bringing us towards a climate-neutral economy, the innovative start-up teams are the main drivers of change; green start-ups predominantly rely on digital business models, making particular use of the opportunities offered by digitalisation to implement new sustainable solutions.

However, green start-ups often must struggle with particularly high barriers in many markets and are often not rewarded for their outstanding sustainability performance. In some cases, they are even disadvantaged regarding start-up promotion programmes. How this imbalance can be remedied and how the economic and sustainable potential of green start-ups can be better utilised need to be addressed.

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In view of the economic and ecological importance of green start-ups, it is essential to support this type of start-up from the outset, considering special characteristics and achievements and specific challenges visible in politics and start-up promotion programmes as well as to investors and established companies.

To identify and analyse the regional and territorial situation of the green economy (status of green growth) in the five partner territories of the GRESS project, a methodological framework was created which provides a top-down approach for the analysis of the regional business climate for green SMEs, including existing policies, support schemes and instruments, and the possible existence of strong regional markets and knowledge clusters.

This analysis served as a starting point for the exchange of experience and mutual learning process. A common template and methodology were used to ensure a harmonised approach to an activity covering territories that are very different in terms of their geography, economic and political contexts and the opportunities and capacities to realise the green economy.

The baseline document gathered the analysis of the green economy regional framework in the five GRESS project partner regions, to enable a deeper and more consolidated understanding of the existing factors and policies playing a role in fostering the sector in the five project regions.

The analysis assumed that territories are living systems continuously in evolution where diverse interests, economic drivers, social factors, and policy instruments may influence further development and valuable services for green start-ups and SMEs to develop. For this reason, a deep understanding of the existing situations in the regions was necessary as starting point for the GRESS project to pursue the objective to improve policies and reinforce SMEs' competitiveness in the green economy. In particular, the analysis focused on the diverse peculiarities of each project region in terms of existing policies at national or regional level, type of stakeholders involved, support services and innovation instruments, main start-ups economic sectors and potential for the future.

The report supported the fact that all countries consider the green economy as a driving sector for a more resilient and sustainable territorial development, and they are all positively influenced by the European policy framework stimulating and supporting the green economy. Nevertheless, fundamental differences may be found in the main green economy sectors to be fostered, the actual status of development of specific policies and instruments for the sector, as well as in the integration of European policies with more national and local policies providing strategic orientation and operative support instruments.

For instance, in some cases it was found that the national policies for innovation and green development are highly integrated with specific regional and local policies, as in the case of Kristiansand and the Metropolitan City of Bologna. However, whereas in the first case more attention should be paid on indirect emissions and

of Bologna. However, whereas in the first case more attention should be paid on market entrance and supporting scaling-up processes, in the latter case the financing instruments and support services accessed by green start-ups and enterprises at regional level are currently not specifically designed for them and a more specific focus at this regard is needed in the future.

On the contrary, Sofia municipality is trying to boost green start-ups development through acceleration programmes, even if at Bulgarian national level national policies still play a more central role and the dependency on European funds is still significant. It was also noted that the demand for more green products and services had not previously been perceived as sufficiently high and that more incentives will be provided by public institutions through the adoption of Green Public Procurement.

A general positive asset in some countries is the presence of a wide variety of actors – businesses, university and research institutions, public institutions, public service providers – having a proactive role in fostering the sector and working in close cooperation to provide green businesses with more complementary tools. The analysis also showed that more policies for the increase in green jobs were needed in most of the project territories.

The positive case studies and best practices collected played a central role in the mutual learning exchange phase of the project, through which the partners had the chance to exchange experiences with each other and to

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integrate the lessons learnt in the existing policy instruments addressed at local level. Indeed, interregional learning was a key success in this instance, enabled by the Interreg Europe programme, which promotes exchange of experiences among diverse European regions for them to learn from each other and build innovative policies in their territories.

#### 1.4 Regional context

West Pomerania is a good starting point for develop blue and green business in the Baltic Sea region and the macro-region of Western Poland. Specific natural conditions determine the development of certain areas of the economy, especially those based on the blue economy, covering all activities related to maritime economy (manufacturing activities and related transport branches) and the green economy, oriented towards improving the quality of human life while reducing threats to the natural environment, including tourism, agriculture and forestry, production of energy from renewable sources. What is needed is a green targeted regional support growth policy for start-ups encouraging entrepreneurship and/or innovation investments. This is due to the fact that the regional ecosystem appears still underdeveloped, fragmented and not properly backed by a supportive policy framework. At the policy level, there is a good set of strategic document which provides strategic intents and indications to foster innovation at the local level. However, many of the set priorities have not been turned into support schemes to boost entrepreneurship and encourage new business in green and blue economy.

The Westpomeranian Region consistently ranks among the top regions in terms of entrepreneurship, which is reflected in the strong concentration of micro-enterprises, the number of which as compared to the number of residents is 1/5 higher than the national average. The high intensity of the population's business activities rests on two pillars – a strong local economic environment, and effectiveness in servicing functional links and delivering high-quality public services.

The region has a strategic geographical location in Europe, but peripheral position with respect to the main Polish start-up hubs. Many companies abandon West Pomerania and delocalise in other closer EU cities (e.g. Berlin and Scandinavian urban centres), which offer valuable opportunities in terms of finance, competencies and more mature start-up ecosystems.

The industries recognized for many years as the engine of regional economic development are currently facing

increasing competition from the outside and the need to make profound transformations in their operations. It is important to use the knowledge and technological potential to gradually enter into new processes for the development of regional smart specializations.

Enterprises from these areas are responsible for generating the majority of regional revenues, including almost all export revenues. Yet, the region needs new drivers of development which would secure a stable growth of competitiveness, improving both the quality of life and economic welfare. This will be possible when the focus of economic development is shifted towards factors related to the build-up of the enterprises' potential.

It is crucial for the SMEs, and especially for start-ups, to take decisive, yet reasonable steps towards the implementation of innovative solutions, which would facilitate the increase of both the number and quality of new ideas. In this context we are planning to support the initiatives promoting green solutions.

A goal of the self-governing structures is to open up the community to green and blue innovations as an indispensable aspect of the modern economy, as well as to foster an appropriate atmosphere of trust and build mechanisms to support entrepreneurship, through initiatives popularizing innovations, entrepreneurship and creativity.

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## 2 General information

Project: GREen Startup Support - GRESS

Partner organisation(s) concerned: West Pomerania Region

Country: Poland

NUTS2 region: PL 42

Contact person: Marta Ciesielska

Email address: mciesielska@wzp.pl

Phone number: +48 91 44 67 207

Contact person: Aleksandra Filipczak

Email address: afilepczak@wzp.pl

Phone number: +48 91 44 67 154

## 3 Policy context in the region

The Action Plan aims to impact:

- Investment for Growth and Jobs programme
- European Territorial Cooperation programme
- x Other regional development policy instrument

The West Pomerania is a place striving to achieve a high level of innovation, focused around smart

The West Pomerania is a place aspiring to achieve a high level of innovation, focused on some smart specializations, especially in the areas of green and blue economy. Taking into account its potential and situation, the region has the ambition to build a modern, competitive, innovative and sustainable economy, creating opportunities for both, residents and business entities.

These intentions are carried out by the local government taking, as a starting point, the factors that are the driving force of the global economy - digital transformation and the implementation of modern technologies.

One of the most important aspects for the current regional policy is to pay attention to the creativity of the inhabitants of West Pomerania who are looking for new often innovative solutions. The result of this approach is a developed picture of challenges, needs and objectives for the West Pomeranian entrepreneurship system and a coherent vision of the development of West Pomerania.

Ongoing social and economic transformation of West Pomerania has increased the role of the knowledge factor as a key determinant of future entrepreneurship development in the region. This is reflected in the two actions planned for implementation within the Action Plan.

Small and medium-sized enterprises are of particular importance in the region. Western Pomerania is invariably ranked among the top Polish regions in terms of entrepreneurship, which is reflected in a strong concentration of microenterprises that do not always translate into increased innovation and sustainability. It is essential that SMEs, especially start-ups, take reasonable steps to develop their activities, but in order to do so they need appropriate knowledge, solutions that would facilitate growth in both quantity and quality of new ideas.

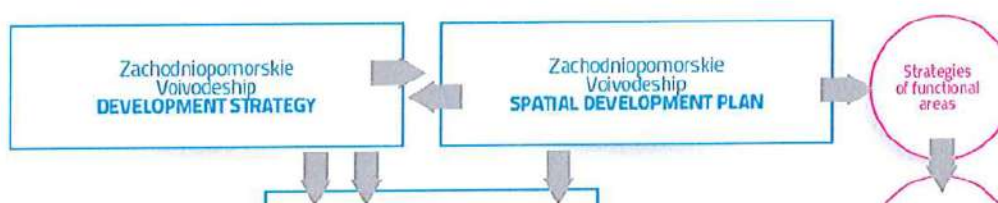
Small and medium-sized enterprises are of particular importance in the region. Western Pomerania is invariably ranked among the top Polish regions in terms of entrepreneurship, which is reflected in a strong concentration of microenterprises, which do not always translate into increased innovation and sustainability. It is essential that SMEs, especially start-ups, take reasonable steps to develop their activities, but to do so they need appropriate knowledge (ACTION 2 - Supporting SMEs green growth). It is also important that the knowledge in

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the field of entrepreneurship was passed on from an early age, therefore the action towards modern education is undertaken at the secondary school level (ACTION 1 - Modelling green entrepreneurial intention among school and university students using the entrepreneurial events). There is a deep mismatch between the skills our education systems offer and the needs of society. Traditional education does not sufficiently value innovative and entrepreneurial thinking, therefore intervention in this area is necessary. The educational offer should be extended to match different age groups and their needs identified in the process of preparing the Action Plan during individual interviews and regional stakeholder meetings.

The Action Plan will have a direct impact on the implementation of **Economic Policy of West Pomerania Region** by modifying its activities planned for 2022 and 2023 and ultimately to the creation of new systemic measures financed under the operational program in the future.

Although the Economic Policy of West Pomerania Region is very general in nature, has a direct impact on the shape of the operation and implementation programs and the way of spending funds, which is shown in the West Pomeranian Development Programming Model - graph below:





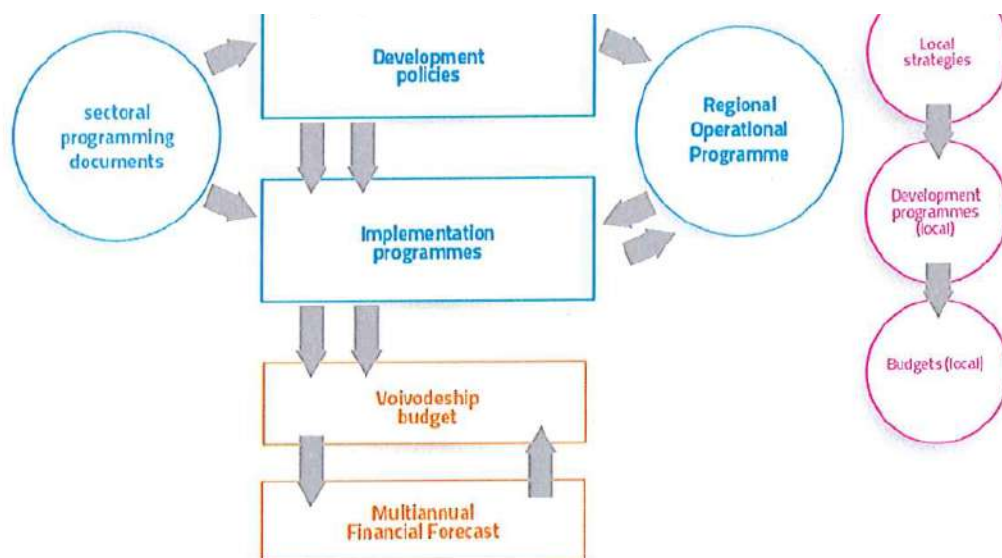


FIG. 1. Schematic of West Pomeranian Development Programming Model  
Source: ZACHODNIOPOMORSKIE VOIVODESHIP DEVELOPMENT STRATEGY UP TO 2030

The West Pomeranian Development Programming Model consists of a three-tier system of relevant strategic documents and rules for their implementation established in relation to the instruments of national regional policy, financial instruments at the national and regional level and the practice of cooperation with external entities. Its basic characteristic is its ability to shape methodically an active, sustainable development policy focused on the well-being of and respect for the interests of all the inhabitants of the region.

GRESS project helped to shape of Economic Policy of West Pomerania Region and Action Plan will help to achieve and evaluate following objectives:

- shaping among the society attitudes of openness to innovations;

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- creation of conditions for promotion and development of entrepreneurial, creative and pro-innovative attitudes;
- creation of mechanisms for early identification of social and economic innovators;
- dissemination of creativity, in the context of entrepreneurial attitudes and business concept;
- strengthening the system supporting the process of initiation and development of start-up companies, especially in areas of smart specialization of the region.

### 3.2 Brief presentation of policy instrument. Economic Policy of Westpomeranian Region

The Economic Policy was drafted and approved in 2021 during the GRESS project implementation. The entity responsible for the preparation and evaluation of the document is the Centre for Economic Initiatives in the Marshall's Office of the Westpomeranian Region. The evaluation of the document is conducted on an ongoing basis once a year and the content is updated every two years. The document is valid until revoked.

The Economic Policy acts as a signpost outlining the main directions of social and economic activity of the Region. The assumptions contained in the document determine the course to achieve one of the goals of the

Westpomeranian Region Development Strategy.

The economy of West Pomerania is to respond to global economic transformations and to follow global trends, relying heavily on the modern technologies and services of the future. Within the scope of their competences, the regional authorities intend to implement higher aspirations, including by taking activities aimed at increasing the level entrepreneurship, creativity and innovation in the region as well as cooperation and involvement of partners and the use of natural values.

The region's economy is largely based on micro and small enterprises and due to the geographical location and natural resources, sectors related to the blue and green economy are invariably important in the regional economy policy.

West Pomerania conscious needs supporting entrepreneurship, innovation, creativity and building a competitive economy based on new ones the technologies it intends to use especially the potential of young and educated people as well as universities and business environment institutions create the foundations for construction startup ecosystem.

The role of the local government is to connect various environments, starting with the existing ones through large corporations, universities and research and scientific centers, ending with on financial institutions and individuals local government.

Westpomerania Region through inspiration and showing the good practices wants to influence the above-mentioned entities so that they jointly drive the development of new technologies and innovations in the region.

Economic Policy of Westpomeranian Region points the importance of supporting entrepreneurship and green economy in the following objectives:

I: Sustainable Social and Economic Development

1.3. Stimulating creative, entrepreneurial and innovative attitudes

II: Strengthening Competitiveness of Enterprises

2.4. Support for companies in the beginning stage of development

Document also promotes the GRESS project as a good practice of regional self-government activity in the field of exchange of experiences in the area of support and entrepreneurship.

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## 4 Interregional exchange of experiences – lesson learned

For most of the duration of the GRESS project, society at large has been highly affected by COVID-19 pandemic. This was an unforeseeable event, which impacted our project activities greatly. Especially in early 2020, the uncertainty around the pandemic meant that it was neither possible to execute activities nor to plan. It quickly became apparent that the partnership could not conduct its activities as planned and needed to find new working methods to achieve the project's objectives. Consequently, all project activities developed into online events with a different approach but similar focus.

Working remotely had certain advantages; now, we could meet more frequently, engage more stakeholders, and organise spontaneous meetings with a particular focus. In addition, bilateral meetings between partners became more natural and thus relations between partners became closer on a personal level.

However, an entirely digital work mode proved not recommendable for the exchange of experiences and the learning process. To undertake such exchanges successfully, face to face contact is required with relationships built on both the formal and informal meetings. Informal meetings build trust and confidence, which is the starting point for such exchanges. Experience shows that learning happens not only via structured channels, but also informally via networking. Virtual tools can help, but physical meetings remain important catalysts of cooperation. Outcomes vary from concrete solutions to intangible results such as changes in mindset. Both are important. Therefore, it is essential to note that the GRESS partnership recognises that the process has not been optimal as it should have under different circumstances and as planned initially.

Nevertheless, under the imposed and unforeseen conditions, we are pleased with our collaborative work to improve the five policy instruments.

#### 4.1 GRESS policy learning process

Learning is a cognitive and social dynamic through which diverse types of actors involved in policy processes acquire, translate, and disseminate new information and knowledge about public problems and solutions. In turn, they maintain, strengthen, or revise their policy beliefs and preferences. A fundamental challenge in policy learning and experimentation is determining the underlying social and institutional criteria necessary to make policy learning successful.

A second related challenge is whether and how policy learning and experimentalist approaches are applicable across all types of regions. Success might depend on the ability of local leaders to form collaborative arrangements allowing public sector institutions to work with the private sector in devising experimental approaches. The ability to do so often depends on the willingness of policymakers to enhance their capacity to lead and work with change. Learning matters for innovation policy because policymakers face a complex and continuously evolving innovation system with insufficient evidence of how to influence it most effectively.

The GRESS partnership applied a five-step policy-learning process:

- 1) a review of the status on green growth in each region (further explained in section 4.2)
- 2) scan and exchange of experience and identification of good practice for mutual learning

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- 3) assessment and ranking of relevant practices through peer assessments in RSGs
- 4) idea generation on policy intervention with interregional knowledge transfer
- 5) development and monitoring of regional action plans.

While the theoretical importance of policy learning is widely acknowledged, its implementation is challenging in practice. The challenges that need to be overcome to increase policy experimentation are multi-faceted, ranging from questions of commitment to

learning by monitoring on the part of ruling politicians and their public sector managers to an organisation's technical capacity for learning by monitoring.

Guided by the five steps, each partner undertook a predefined and structured approach for collecting, analysing, and shortlisting suitable practices from the partner regions to respond to the identified challenges, learn, and improve the addressed policy instrument.

Through these interlinked and targeted activities, the GRESS Project promoted the exchange of experience, identification, benchmarking and transfer of good practice and knowledge between partners and regional stakeholders in a holistic manner and provided legitimacy by validating and confirming the benefits of importing good practice from other partner regions towards the policy responsible institutions.

GRESS partners designed learning activities aimed at improving policy instruments. Learning therefore took place at different levels; individual (through workshops), organisational (through internal seminars and dissemination events for staff in partner's institutions), stakeholder (through RSGs) and external learning (through the Interreg Europe Policy Learning Platform and targeted EU networks).

#### 4.1.1 Policy learning in West Pomerania Region

Due to COVID-19 situation the plans for the exchange of experiences had to change and the partners had to adapt the form of cooperation to the new reality. A study visit to Szczecin was replaced with a series of videos presenting good practices from the region and a webinar. Webinar entitled "What the Coronavirus Means for Green Economy" took place on 23rd June 2020. Event was focused on showcasing trends in sustainable development – especially at the local and regional level. Its aim was also to show ways in which the coronavirus pandemic can influence these trends. Additionally, this was the first opportunity to present good practise such as Eco-Miasto.

Despite of the lockdown Westpomeranian Region managed to conduct the survey through a questionnaire submitted to start-ups and SMEs. 32 questionnaires have been collected. Fostering an ecosystem implies to prioritize development suggestions of the stakeholders and trace a development path of most successful start-ups and companies, that is why participants were asked to present their suggestions on how to improve public support for the green economy Based on the provides survey outcomes recommendations were prepared:

1. Promoting green entrepreneurship among youngsters should be a major focus both at the policy level and while defining a support service model in the region (more targeted educational paths at schools, more training and coaching schemes, entrepreneurial attitude in academic contexts and spreading of success stories).
2. Environmental awareness should be achieved through trainings for the companies about the importance of sustainability and "green thinking".

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3. Full coverage of the territory of the Region with support services for start-ups in training and education for green entrepreneurship should be achieved.
4. The role of the best performing business support organizations should be reinforced and the whole

- support offer for green start-ups should be rationalized.
5. Incentives and grants should be included in the regional strategic financial planning to increase green growth and create new opportunities.
  6. New initiatives should be taken to create stronger linkages between the West Pomeranian innovation ecosystem and other start-up hubs (national and international). Region should encourage stakeholders to cross exchange and synergies, through participation to national and international initiatives.

At the turn of 2020 and 2021 the list of activities that could be implemented in the Westpomeranian Region in the context of the development of the green economy has been prepared. At the same time, in connection with the ongoing process of preparation a new operational program, the document "Recommendations for the development of green sectors of the economy in the Westpomeranian Region" was written.

The report indicates recommendations regarding the definition of green economy and startups, smart specializations, the European Green Deal, the COVID-19 epidemic, public aid, non-financial forms of supporting the green economy, entrepreneurship, cooperation with local government units, clusters, business environment institutions (BEI) and research units, problems in the development of green startups and ways to monitor the green economy.

As part of the exchange of good practices and experiences, PP3 presented some of its own activities:

- "Your business under the flag of success" competition,
- "smart UPI Startup Day / Innovation Forum West Pomeranian Enterprise and Innovation Days" conference,
- Science Harbor,
- Green region (*Ecological Year in West Pomerania*),
- West Pomeranian Innovation Broker,
- Innovative West Pomerania,
- Startup Factory,
- Regional Observatory,

as well as projects and initiatives implemented by the institutions in the West Pomerania, among others,:

- crowdfunding portal „Wspieram.to”,
- BIOBESTicide,
- Sectoral Competence Councils,
- National Program of soil de-acidification and fertilization,
- FARMŸNG,
- Anti-covid tasks for the automotive, chemical and development services sectors,
- „WeP UPI West Pomeranian ICT Start Up Hub,
- Technopark Pomerania Pre-incubation, Incubation and Expansion programs,
- Academic Business Incubator,
- Startup Weekend Szczecin,
- Ustronie Morskie — photovoltaic farm in a waste disposal site,
- Koszalin — education in the service of segregation,
- Karlino — large scale use of heat pumps in public buildings, operation of which is supported by photovoltaic panels,
- Szczecin - intelligent urban infrastructure lighting,
- Cornet FreshInPac,
- JEREMIE (Joint European Resources for Micro-to-Medium Enterprises) initiative.

As part of the GRESS project, recommendations were prepared to European Funds for West Pomerania 2021 – 2027. The document titled “Recommendations on the development of green economy in the Westpomeranian Region” was prepared in cooperation with external experts and stakeholders based on knowledge and experience gathered from the partners of the GRESS project. Document was forwarded to the department Marshall's Office of the Westpomeranian Region responsible for writing a new program to be included in new objectives. The study identifies ten recommendations for defining the green economy and startups, smart specializations, the European Green Deal, the COVID-19 epidemic, public aid, non-financial forms of support for the green economy, entrepreneurship, cooperation with local government units, clusters, business environment institutions (BEI) and scientific institutions, monitoring methods and problems in the development of green startups.

The European Funds for West Pomerania 2021 – 2027 is a planning document that specifies the areas and actions that the region self-government bodies undertake or intend to take to support the development of West Pomerania. It is an operational document, so it is more detailed and subordinate to the Zachodniopomorskie Voivodeship Development Strategy.

The West Pomeranian Voivodeship in the new financial perspective will receive at least EUR 1.611 billion, i.e. almost PLN 7.25 billion for the implementation of the regional program. The budget of the new program will include funds for investments from the European Regional Development Fund (ERDF 1.2 billion euro) and the European Social Fund+ (400 million euro).

On 6 April 2022 the Board of the West Pomeranian Voivodeship adopted draft programme European Funds for West Pomerania 2021 – 2027. In accordance with the Act on the principles of development policy, the Board of the West Pomeranian Voivodeship prepares a regional program for the voivodeship financed by the Partnership Agreement. Draft regional program European Funds for West Pomerania 2021-2027 was subject to public consultation and agreed with the Joint Commission of the Government and Local Government (an auxiliary body of the Council of Ministers of the Republic of Poland, constituting a forum for working out a common position of the government and local government). Adopted programme was on the same day submitted to the European Commission. Currently, the Region is waiting for the signing of the Program Contract, which opens the way for negotiations with the European Commission and for comments from the European Commission. The final version of the programme should be adopted by the end of 2022.

European Funds for West Pomerania 2021 – 2027 will be the successor of the Regional Operational Programme for West Pomerania 2014-2020.

Although the new Operational Programme is of a general nature, one can clearly see provisions in the descriptions of specific objectives that reflect the recommendations prepared within the framework of the GRESS project:

- **Priority 1 - European Funds for Entrepreneurial West Pomerania - Specific objective (i) - Developing and strengthening research and innovation capacities and use of advanced technologies**

Under this specific objective, it is necessary to continue supporting the whole process initiating, creating, developing and implementing innovations, in particular:

- support for R&D activities by enterprises and partnerships with their participation;
- support for the implementation of R&D results - it is necessary due to the costs and risk involved companies have to bear this stage in order to finally introduce the innovation into circulation economic.

An important element of undertakings planned under this specific objective will be the use of opportunities development in the area of green technologies and transformation to a green economy. Projects aimed at finding green technology solutions will be considered as priority.

- **Priority 1 - Specific objective (iii) - Developing skills for smart specialization, industrial transformation and entrepreneurship**

Under this specific objective activities will focus on creating an innovation-friendly business and social environment. Within this priority, the Region will support, among others, projects related to the recommendations of the GRESS project concerning::

- supporting the development of cooperation between: (1) enterprises, (2) enterprises and the sector science and (3) enterprises, the science sector, social and economic partners and public sector entities in the process of creating, developing and implementing innovation and development knowledge diffusion mechanisms in the economy as well as technology transfer;
- building and developing the competences of business environment institutions and their networking;
- promoting solutions in the field of transformation to a green economy.

- **Priority 2 - Green West Pomerania**

Specific objective (vi) - Supporting transformation towards a circular economy and a resource-efficient economy

Under this specific objective activities should be focus on the transformation of production processes in enterprises towards circular economy. Solutions aimed at "zero waste" strategies based on the environment friendly technology will be promoted.

Within this priority, the Region will support, among others, projects related to the recommendations of the GRESS project concerning:

- Transformation of production processes in enterprises towards circular economy (including "Zero waste" strategies).
- Environmental education and consulting systems to increase awareness consumers, entrepreneurs and public entities and changing their attitudes and models business according to circular economy.

## 4.2 Survey analysis

As an integral part of the GRESS policy learning process, the partnership executed a survey in the project regions, targeting start-ups and SMEs to identify the drivers and challenges for green entrepreneurship.

The analysis focused on the positive effects of the green economy for businesses, not only in environmental terms but also in competitiveness. It aimed to identify the stimuli, the barriers and the public policies that could speed up green economy development and start-up processes. In particular, the survey focused on green investments, access to public and private funding, green jobs, and enabling external factors.

The survey results implemented in the partner regions show that their green economy business ecosystems present several similarities, although various peculiarities also occur. The need to establish a more integrated, supportive, and holistic ecosystem for green business development is particularly emphasised in the cases of Piraeus (Greece) and Bulgaria. More comprehensive support in internationalisation processes, networks, and translation of strategies into policies is required in the West Pomeranian and the Agder regions. In contrast, more excellent public sector leadership in fostering the green economy is needed in the Emilia-Romagna region (Italy).

The role of private and public funding also differs quite significantly among the regions. In West Pomeranian and Bulgaria, most respondents mainly went through a complete self-financing process for their business. In the Agder region and Emilia-Romagna on the other hand, public and private financing were significant in several cases. In addition, several respondents had access to external support services, incubators, acceleration programs or counselling.

Despite regional differences, numerous common challenges, obstacles, and drivers have been identified by respondents throughout all partner regions. For example, most respondents underlined that private and public funding was too small to support the development of new green start-ups and SMEs, which usually have to self-finance their business ideas. Access to public funding at the regional, national, and European levels was

considered complicated and time-consuming. It requires high investment costs, human resources, time, and energy.

Complex application and administration procedures discourage applicants in all regions from submitting project ideas, in addition to high competition and selection criteria. The survey results clearly showed the need of more support services in the application phase, process simplification and institutions that can provide support to green businesses.

Respondents from all regions indicated the expectation for green jobs to increase in the future. However, recruitment of highly skilled employees and those qualified in green skills was considered an enormous challenge for green businesses.

Another common barrier encountered by green enterprises was the ability to afford the green investment and adaptation costs to be able to access the market. This is a crucial point as start-ups have identified insufficient market demand as hampering green investments.

In conclusion, the public sector must play an essential role in this sense and take the lead by improving green public procurement procedures, applying legislative, regulatory changes, providing more specific incentives for green businesses, and recruiting highly skilled green workers.

### 4.3 Good practise shared

**Science Harbor** - a series of comprehensive training courses aimed at acquiring knowledge in the field of commercialization of research results, the ability to present "market" presentation, as well as proficiency in writing and accounting for projects, knowledge of law and accounting. The main goal of the activity is to professionalize scientists' business attitudes and equip them with the tools needed to actively participate in the market.

**Green region (*Ecological Year in West Pomerania*)** - a year-round campaign in West Pomerania filled with very different initiatives such as tree planting actions, eco-workshops for the youngest, projects popularising knowledge on environmental protection and anti-smog missions. Special attention was also paid to the role of companies in building a new green future and the changes they must undergo.

As part of the campaign the region's inhabitants carried out 270 local initiatives such as planting trees, creating flower meadows, cleaning up forests or lakes. Throughout the year, residents of the region participated in ecological workshops, learned how to set up beehives in cities, take forest baths or even how to breathe properly. The events were attended by more than 600 people. Appropriate attitudes were promoted during ecological picnics accompanying the opening of the largest tourist investments: the bicycle bridge in Siekierki, the observation deck in Widuchowa, and the Pol'and'Rock Festival. The project was accompanied by the planting of trees in 15 cities in the Westpomerainan Region. The raids of drones over smoking chimneys were part of the information campaign on air pollution, but also increased the vigilance of the neighborhood. As the part of the campaign special photocatalytic paints, eco-murals were created.

Entrepreneurship of young people and startups was supported during specially dedicated workshops and event organized. In a panel entitled "How to be ECO and earn?" during which representatives of companies from various branches of the economy talked about whether the use of eco-solutions is only an additional cost for the company, 1453 people participated. The region also organized workshops for children and young people with the aim to popularize knowledge in the field of energy efficiency, the use of alternative energy sources and their impact on the natural environment, as well as rational shaping of space and resource management. A total of 378 participants from 7 educational institutions participated in 35 workshops.



## 5 Action Plan

The key to the implementation of the Economic Policy is the transfer of its assumptions to the operational ground together with the possibility of their financing. The objectives of the Economic Policy, which are cross-cutting and interdisciplinary in nature, require cooperation of the West Pomeranian Region with the stakeholders of the entrepreneurial ecosystem.

Below are the activities that West Pomerania wants to implement in order to achieve and evaluate the objectives of Economic Policy:

<b>ACTION 1</b>	<b>Modelling green entrepreneurial intention among school and university students using the entrepreneurial events</b>
<b>1. Background</b>	<p>The analysis of the Startup Poland Foundation shows that the founders of successful startups are usually people aged 30-40 who have experience in running a business. Therefore, it is important to increase the interest of younger age groups in establishing startups as an alternative career path and to show them ways to implement their innovative ideas so that already while studying at school, they started creating their own business.</p> <p>Young, beginning entrepreneurs are limited, among others, by lack of knowledge in the field of obtaining financing, project and team management skills, low competences mainly in the field of marketing activities, as well as promoting own brand and sales. Young people who have been allowed to acquire entrepreneurial expertise have a better chance of starting a business and are better prepared to face the challenges of a competitive startup market.</p> <p>The topics of the events would cover the problematic issues of running a business, creating socially &amp; environmentally responsible business models, own business development strategy and how to properly manage a project team.</p> <p>For students from outside the two main economic centers of the Region, the events will be also an opportunity to get to know the Business Environment Institutions supporting startups, green clusters (Association West Pomeranian Chemical Cluster „Green Chemistry”, Natureef Association), green and innovative companies.</p>
<b>2. Action description</b>	<p>The first action, which will be implemented, in the region is a set of different type of events on entrepreneurship, business model creation and project management skills dedicated to secondary schools and universities students in West Pomerania.</p> <p>Main objectives:</p> <ul style="list-style-type: none"> <li>• Encourage entrepreneurial interest and talent, particularly among students from secondary schools and universities with green ideas;</li> <li>• Foster youth inclusion in the green economy;</li> <li>• Educate youth on the basic instruments needed for starting a green business;</li> <li>• Establish first contact with business environment institutions (especially important</li> </ul>

	<p>for secondary school students from the area outside the two main economic centers).</p> <p>Within the framework of the action, activities addressed to children from primary and secondary schools have been planned. For secondary school students it is planned to organize hackathons (2) and workshops on future competences (2). Modification of the work sector is inevitable. The fourth industrial revolution we are witnessing and the</p>
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	<p>COVID-19 pandemic are dramatically changing the job market. The desirable employee of the future on the market will have to reconcile quite extreme expectations. In addition to skills in the area of science, the so-called STEM (science, technology, engineering, math), soft skills will be key, such as the ability to actively learn, creativity, ability to share knowledge or cooperation with others. Each workshop will consist of 4 educational blocks. One of the blocks will be entirely devoted to "green competences". One will include individual consultations with representatives of regional business environment institutions. Two will include mentoring on career opportunities. The hackathons are aimed at young people, in particular, looking for their new career path, interested in entrepreneurship, innovation, modern technologies, wishing to acquire new knowledge in the field of developing innovative business ideas, as well as experts and representatives of companies operating in the field of broadly understood new technologies. We will also introduce a new tool for learning creativity and modern entrepreneurship. The idea for this action emerged during the preparation of the Action Plan and consultations with regional stakeholders. Activity was inspired by the "Future City Competition" in which participants create models of a virtually designed world and by the LEGO group campaign, whose main activity aimed at children is the challenge of building a structure that would help the fauna to adapt to climate change. There will be a 20 online competitions for students aged 14-19.</p> <p>Stages of implementation</p> <ul style="list-style-type: none"> <li>• May - August 2022 - selection of subcontractors and networking with business environment institutions, work related to the preparation of hackathons and workshops</li> <li>• June 2022 - organization of 1st hackathon</li> <li>• September 2022 - organization of a two workshops on future competencies in Szczecin and Kołobrzeg</li> <li>• September 2022 – June 2023 - organization of 20 online competitions</li> <li>• March 2023. - organization of 2nd hackathon</li> <li>• March/April 2023 - Mid-term evaluation related to the update of the Economic Policy and preparation of the "State of the West Pomeranian Region Report for 2022" for the West Pomeranian Regional Assembly. The Regional Assembly is a decision-making and controlling body of the local government.</li> <li>• June - Final evaluation</li> </ul>
<p><b>3. Relevance to the project</b></p>	<p><u>Municipality of Kristiansand</u></p> <ul style="list-style-type: none"> <li>• Sustainable Festival Kristiansand 2021 - Center for Entrepreneurship, University of Agder, Kristiansand (Presented on 5/09/2019 during CBESS Kick-off meeting)</li> </ul>

Aguer – event (Presented on 5/09/2019 during GRESS kick-off meeting)

We have learned that to ensure that events have personal meaning for students, for example, we should connect them to prior knowledge and experiences of the students, emphasizing the value of the event in a way that is meaningful to them. Also, involving them directly in the process of organizing events can help show why particular activities are worthwhile and when and how they are used in real life.

Metropolitan City of Bologna

- Almacube is the incubator and innovative hub of the University of Bologna and Confindustria Emilia Area Centro. They are aimed at foster the economic growth of the region through innovation and by the creation of new businesses. AlmaCube

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focuses on successful collaborations with established companies, and on facilitating the education of new generations towards a more entrepreneurial approach.

(Presented on 11/02/2020 during GRESS online workshop)

We learned how to organize youth entrepreneurship activities (such as workshops) and what is the importance of individual support for green ideas through not only financing, but also mentoring. As is the case in Metropolitan City of Bologna, the Region plans to engage existing green companies in the education process of new generations, so that students will be able to listen not only to theoreticians but also to practitioners about the possibilities of developing their own business supporting the implementation of the Sustainable Development Goals.

- BARRESI AWARD - Progetti d'impresa of Metropolitan City of Bologna

Barresi Award is dedicated to the pioneering companies of future and it is organized by Progetti d'impresa of Metropolitan City of Bologna. The aim of the competition is to award and support young entrepreneurs (<35) who have sustainability-oriented goals and working methods, and also an ambitious future vision based on innovative and original ideas related to sustainable development.

(Presented on 2/12/2020 during GRESS online workshop)

We have learned how to support youth and sustainable entrepreneurship, how to choose the best projects that have a better chance of « survival ». The experience of the Metropolitan City of Bologna will be used during the organization of hackathons. Westpomeranian Regions wants to reward the best projects created during hackathons and focused on the green and blue economy by providing additional support in the form of mentoring and finding business support institutions that will be able to ensure the further development of the awarded projects.

- Raw Matters Ambassador at School is a project focused on an innovative program to make science education and careers in raw materials attractive for youngster (students from 10 to 19 years old). (Presented on 2/12/2020 during GRESS online workshop)

We have learned that aspects of the green economy can be presented to younger citizens

of the region using new forms of presentation (game-based tools and approaches, blogs, multimedia tools, etc.) in a more effective way than traditional lessons. It is also important to note that through an innovative way of education a larger audience can be reached and that an interesting way of presenting difficult issues will make young people more interested in the topic and willing to return to it. By building awareness among young citizens, we shape entrepreneurial attitudes and enable young people to gain competence in creating their own green startup company.

On-line webinars of the Policy Learning Platform (PLP) about youth entrepreneurship

- What is workplace training and why is it relevant for regions? (12.03.2021)
- Workplace training: successful initiatives (19.03.2021)
- How to bring skills to companies? (26.03.2021)

Energy Efficiency Workshops organized by the ENERGAP - INTENSIFY project

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	<p>The INTENSIFY project innovatively addresses a key challenge for European cities and regions: how to energise citizens and communities to achieve more carbon reduction.</p> <ul style="list-style-type: none"> <li>- Workshops in the field of energy efficiency with the use of IR thermo-camera</li> </ul> <p>Presented on the Interreg Europe project website</p> <p><a href="https://www.interregeurope.eu/intensify/news/news-article/10357/energy-efficiency-workshops-engage-with-students/">https://www.interregeurope.eu/intensify/news/news-article/10357/energy-efficiency-workshops-engage-with-students/</a></p> <ul style="list-style-type: none"> <li>- Workshops related to building models of solar vehicles</li> </ul> <p>Presented on Interreg Europe project website</p> <p><a href="https://www.interregeurope.eu/intensify/news/news-article/10469/energap-s-study-visit-on-sustainability-workshops/">https://www.interregeurope.eu/intensify/news/news-article/10469/energap-s-study-visit-on-sustainability-workshops/</a></p>
<b>4. Stakeholders involved</b>	<ul style="list-style-type: none"> <li>• West Pomeranian Region (Centre for Economic Initiatives and Territorial Cooperation and Tourism Department) - implementator;</li> <li>• participants - students of West Pomeranian secondary schools and universities, interested in increasing their competences in the field of entrepreneurship and running their own business</li> <li>• schools and universities - promotion of activities within units;</li> <li>• business environment institution (Regional Centre for Innovation and Technology Transfer/ West Pomeranian University of Technology in Szczecin, Technopark Pomerania) - speakers and mentors during events;</li> <li>• green clusters (Association West Pomeranian Chemical Cluster „Green Chemistry”, Natureef Association) - speakers and mentors during events;</li> <li>• green and innovative companies - speakers and mentors during events;</li> <li>• subcontractor - association or company responsible for conducting the events, having experience in organizing similar events, selected through a tender.</li> </ul>
<b>5. Timeframe</b>	June 2022- June 2023

	Costs: 92 300,00 EUR
<b>6. Funding sources</b>	This action will be undertaken within the budgets that the Region currently has available and as part of a project financed by the European Regional Development Fund under the Regional Operational Programme of the West Pomeranian Voivodeship 2014-2020.
<b>7. Expected impacts (KPI)</b>	KPI 1: number of events for secondary schools and universities students in West Pomerania. KPI 2: number of participants KPI 3: number of ideas / projects selected for further implementation KPI 4: number of information published in the media/social media
<b>8. Monitoring</b>	The monitoring of the implementation of the proposed actions will be on regular basis within the work of the unit. We will also make a record of the results of these indicators and present it in the project meetings and in the final report in the end of Phase 2.
<b>ACTION 2</b>	<b>Supporting SMEs green growth</b>
<b>1. Background</b>	The process of climate change is causing increasing economic losses. In the EU these losses are estimated at more than 12 billion Euros per year, while forecasts for the next few years predict them to rise to 170 billion Euros. A transition from a brown economy to

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	<p>a green economy is becoming necessary. This need has been confirmed in EU programs, e.g., in the 7th Environment Action Programme or in the EU Green Deal strategy. These programs create the EU pro-environmental goal which is, among others, to achieve climate neutrality by 2050. In this regard, particular attention should be paid to creating green jobs and developing green skills.</p> <p>Reducing the environmental impact SMEs is a key success factor in greening the economy of the Westpomeranain Region. Therefore, technological change should be encouraged, motivate the creation and implementation of technologies that reduce pollution, use less energy and resources.</p> <p>Improving the environmental performance is also a significant business opportunity for SMEs, which can expect:</p> <ul style="list-style-type: none"> <li>• an increase in contractors' and customers' interest thanks to companies' activities in the field of green employer branding,</li> <li>• improvement of relations with a local community thanks to implementation of green solutions,</li> <li>• increase of competitiveness, which can lead to increasing sales and gaining competitive advantage on the market,</li> <li>• opportunities to enter new markets,</li> <li>• emergence of new customer needs,</li> <li>• new opportunities to finance development e.g. from regional funds.</li> </ul> <p>The challenges of green transformation affect all businesses in the Region, with particular emphasis on outstanding economic areas of the region, representing, among others, metal and machinery industries, bioeconomy, maritime and logistics sectors, services of</p>
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	the future, tourism and health sector.
<b>2. Action description</b>	<p>The second action, which will be implemented, in the region is a set of different type of workshops dedicated to small and medium-sized enterprises (SMEs) and ecosystem stakeholders, such as business environment institutions, universities, technology transfer centers, to make the leap to sustainable development. This activity focus on the promotion of eco-innovation and supporting specialised skills development SMEs. In order to meet the expectations of SMEs, the workshop will be organized in such a way to illustrate the “business benefits first” approach to promoting good environment behaviour.</p> <p>The Westpomeranian Region will outreach to SMEs includes compliance promotion and larger efforts to encourage green business practices. The rapid expansion of web-based innovative training modules does not always dominate to the preferences of SMEs in Poland. The SMEs lacks direct contact with experts after a two-year of the pandemic. Therefore, we decided to organize the workshops physically in the short and medium term. While in the long-term web-based guidance will become the primary source of support for SMEs. Based on the experience of Bologna, information will be published on a dedicated section of the eRegion portal (Regional Observatory). The workshops will be combined with creative activities that will have the intended effect and match the objectives: raise SMEs’ awareness of the existing policy and financial instruments, improve the set of knowledge and skills, create new business opportunities for SMEs stimulating green transition.</p> <p>The Region plans to organize:</p>

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	<ul style="list-style-type: none"> <li>• 30 workshops titled Innovation Broker;</li> <li>• 2 conference in Szczecin;</li> <li>• 6 on-line meetings titled Startup Factory - SmartUp Shot;</li> </ul> <p>for representatives of the startups of the ecosystem in West Pomerania, representatives of innovative companies, business environment institutions, universities, technology transfer centers, students.</p> <p>Stages of implementation:</p> <ul style="list-style-type: none"> <li>• May - August 2022 - selection of subcontractors and networking with business environment institutions, work related to the preparation of hackathons and workshops;</li> <li>• October 2022 – SmartUp Conference 2022;</li> <li>• June- December 2022 - organization of 30 workshops titled Innovation Broker, the substantive scope of the workshop is currently being consulted;</li> <li>• June- December 2022 - organization of 4 on-line meetings titled Startup Factory - SmartUp Shot;</li> <li>• January – May 2023 – organization of 2 on-line meetings titled Startup Factory - SmartUp Shot;</li> <li>• March/April 2023 - Mid-term evaluation related to the update of the Economic Policy and preparation of the “State of the West Pomeranian Region Report for</li> </ul>
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	<p>2022” for the West Pomeranian Regional Assembly. The Regional Assembly is a decision-making and controlling body of the local government.</p> <ul style="list-style-type: none"> <li>• June 2023 - SmartUp Conference 2023</li> <li>• June 2023 - Final evaluation</li> </ul>
<b>3. Relevance to the project</b>	<p><u>Municipality of Kristiansand</u></p> <p>Innoventus Sør - generates value and develops companies that are able to contribute with technologies and systems that meet society's needs both today and in the future. Based on Kirstiansand's experience, the region wants to guide SMEs and startups to solve local challenges related to achieving the Sustainable Development Goals. There are over a dozen IT start-ups in the West Pomerania and there is a need for those that will direct their innovations towards society and the environment, leveraging technology and the entrepreneurial mindset to do good for Region resident. This issue gained particular importance during the pandemic and mass influx of displaced persons from Ukraine.</p> <p><u>Cleantech Bulgaria</u></p> <p>Sofia Tech Park</p> <p>Sofia Tech Park, which develops activities to support start-ups, small and medium enterprises, science, education and innovation. Sofia Tech Park organizes a number of different types of events that can be interesting for different people from the same target group. The region found this solution very interesting and will test whether the change in the way training and meetings are organized and the adoption of different forms of these events will have a positive impact on the number of participants and on the number of emerging startup initiatives. We hope that the change in the form of training will revitalize the market and encourage SMEs and startups to further develop their competencies.</p> <p>(Presented on 30/10/2021 during GRESS study visit)</p>

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<b>4. Stakeholders involved</b>	<ul style="list-style-type: none"> <li>• West Pomeranian Region (Centre for Economic Initiatives) - implementator;</li> <li>• participants - SMEs;</li> <li>• trainers and mentors that work with the staff of SMEs ;</li> <li>• green clusters (Association West Pomeranian Chemical Cluster „Green Chemistry”, Natureef Association) - speakers and mentors during events;</li> <li>• subcontractor - association or company responsible for conducting the workshops.</li> </ul>
<b>5. Timeframe</b>	<p>June 2022- June 2023</p> <p>86 200, 00 EUR</p>
<b>6. Funding sources</b>	<p>This action will be undertaken within the budgets that the Region currently has available and as part of a project financed by the European Regional Development Fund under the Regional Operational Programme of the West Pomeranian Voivodeship 2014-2020.</p>
<b>7. Expected impacts (KPI)</b>	<p>KPI 1: number of workshops</p> <p>KPI 2: number of participants</p>

<b>8. Monitoring</b>	The monitoring of the implementation of the proposed actions will be on regular basis within the work of the unit. We will also make a record of the results of these indicators and present it in the project meetings and in the final report in the end of Phase 2.
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## Endorsement

The West Pomerania Region herewith agrees to support and promote the implementation the actions detailed above. I confirm that I have the required authority of my organisation to do so and that the required authorisation process of my organisation has been duly carried out.	
Date:	
Name and job title:	<p style="text-align: center;">Olgierd Geblewicz Marshal of the West Pomerania Region</p>
Signature:	 <p style="text-align: center;"><b>MARSZAŁEK WOJEWÓDZTWA</b> <i>Olgierd Geblewicz</i></p>
Stamp of the organisation:	<p style="text-align: center;"><b>URZĄD MARSZAŁKOWSKI WOJEWÓDZTWA ZACHODNIOPOMORSKIEGO w Szczecinie ul. Korsarzy 34, 70-540 Szczecin</b></p>