# GREEN ACTION PLAN FOR SMEs

## ENABLING SMEs TO TURN ENVIRONMENTAL CHALLENGES INTO BUSINESS OPPORTUNITIES

## LIST OF ACTIONS

Information on the actions that appear in this Staff Working Document will be punctually updated and uploaded on the following website:

European Commission, Directorate General for Internal Market, Industry, Entrepreneurship and SMEs:


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<th>Section</th>
<th>Why is this important for SMEs?</th>
<th>Action</th>
<th>Description of the action</th>
<th>Update to be published on the website</th>
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<td>I. Greening SMEs for more competitiveness and sustainability</td>
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<td>1. Establishment of a “European Resource Efficiency Excellence Centre”</td>
<td>European SMEs often need to improve their resource-efficiency, in order to increase their competitiveness and contribute to a greener economy. For that purpose, the Resource Efficiency Excellence Centre (EREEC) to be set up in 2017 and refined and updated until 2019, will provide information, advice and support, directly and through partners, on: 1. actual SME resource efficiency performance, compared to the sector benchmark 2. technological options to increase this resource-efficiency in their sector 3. cost-effectiveness of those options, with a view to financing them</td>
<td>The contractor's work for setting-up the European Resource Efficiency Excellence Centre started on 4 October 2016. Work on the resource efficiency self-assessment tool is progressing well and the tool has already undergone a first wave of tests.</td>
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<td>1.1 Provide European SMEs with practical information, advice and support on how to improve their resource efficiency in a cost-effective manner</td>
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The European Resource Efficiency Excellence Centre will progressively develop databases and assessment tools in those 3 domains, with a modular approach and using the [Enterprise Europe Network](http://ec.europa.eu/growth/smes/business-friendly-environment/green-action-plan/index_en.htm) (EEN). It will also provide free information and advice to help SMEs to be more resource efficient in specific areas. The Resource Efficiency Self-Assessment Tool for SMEs ([COSME 2014](http://ec.europa.eu/growth/smes/business-friendly-environment/green-action-plan/index_en.htm)) will be further developed and integrated into the Centre. This Self-Assessment Tool will provide SMEs with a user-friendly method to assess their resource efficiency performance and to explore and decide which measures could be taken to improve their resource efficiency performance. This two-year action will develop the tool based on a proven methodology adapted to an EU-wide context, as well as test it with SMEs, and also set up a European information database on the effectiveness and cost-efficiency of different types of resource efficiency improvements, collected from SME self-assessments. The European Resource Efficiency Excellence Centre (COSME 2015) will encourage data provision by the EEN sector groups (optional activity), and will also integrate data from other relevant EU initiatives. The European Resource Efficiency Excellence Centre will provide the following services:
- integration, maintenance and development of the Resource Efficiency Self-Assessment Tool for SMEs. It will assess the economic impact of resource efficiency measures. Cost savings and returns on investments are key data that the tool should be able to quantify and collect.

- development of technological fiches explaining in a user-friendly way the available resource-efficiency technologies, listing the sectoral applications and providing, when available and agreed, examples.

- mapping of national strategies, programmes and actions in the field of resource efficiency and SME support in order to be able to refer SMEs to such initiatives when appropriate.

- liaising with national and regional partners and with the EEN partners participating in the reference centre, who will make use of the information services of the Resource Efficiency Excellence Centre for delivering their advisory services in that domain.

- providing training to its partners and to EEN experts 4 times per year, by providing 3 training sessions in a central location, and one back-to-back with the EEN Annual Meeting, in order to get the maximum impact of such trainings.

- providing clear statistical data on the Return on Investments (RoI) of specific resource efficiency investments to financial institutions. SMEs asking for financing will also have this information at their disposal to support their demand. Where appropriate, the Commission services will disseminate information to the financial sector about the financial viability of resource efficiency improvements in SMEs through its stakeholders meetings and platforms.

The European Resource Efficiency Excellence Centre should be developed by a consortium formed by a network of officially recognised partners with proven track records of working on improving resource efficiency in SMEs over a three-year period. Partners should guarantee large territorial coverage for the activities, ideally at national level or at regional level. The consortium should actively seek new officially recognised partners in those Member States where support for SMEs on resource efficiency is at early stages of development or still missing. EEN partners will also be invited to join. The consortium should be open to new members up until 6 months before the end of the period. The objective is to gather partners that cover at least 80% of the EU economy.

2. Information on the drivers and obstacles that SMEs face to be more resource efficient

Flash Eurobarometer survey designed specifically to address the drivers and obstacles that SMEs face to be more resource efficient. Representatives of companies, both SMEs and large companies serving as a reference group, will be interviewed across the EU, a number of other European countries and the US. The survey will be launched over time in intervals of 2-3 years to assess resource efficiency trends among SMEs.

The content of the survey will be designed with a view to orientate the work of the Resource Efficiency Excellence Centre.

The surveys launched in 2012 and 2013 revealed sources of untapped potential for improving resource efficiency in EU SMEs. The next survey should take place in 2015.


3. Awareness raising campaign on resource efficiency by the Enterprise Europe Network partners will be encouraged to

1) Act as multipliers for a European Resource Efficiency awareness raising campaign (information on their websites, social media, presentations in existing network events, B2B events) to inform SMEs of the positive benefits and opportunities offered by resource efficiency (to encourage the take-up of green technologies and showcase green technologies developed or tested by EU programmes) and

The last Flash Eurobarometer on 'SMEs, resource efficiency and green markets' was published at the end of 2015: [http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item_id=8573](http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item_id=8573)

The campaign is due to take place in late 2017 or early 2018 once the RE Excellence Centre is operational
<table>
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<tr>
<th><strong>Enterprise Europe Network</strong></th>
<th><strong>4. Guide for Managing Authorities of the European Structural and Investment Funds to support resource efficiency in SMEs</strong></th>
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<td></td>
<td>The guide will showcase successful projects and studies executed in the field of resource efficiency and provide a practical toolbox and recommendations to decision-makers in the Managing Authorities of the European Structural and Investment Funds. Projects enabling SMEs to exploit opportunities in green markets would be especially highlighted (e.g. projects in support of resource efficient or environmental product and service design, developing skills for adopting green business models, improving the resource efficiency and environmental performance of enterprises or helping them to produce for green markets). The guide will also provide information on the specificities of the circular economy, i.e. the role of treating waste as a resource for industry and the need for further developing collaborative business approaches such as industrial symbiosis. The guide will be part of the existing Guidebook Series which are published here: <a href="http://ec.europa.eu/enterprise/policies/sme/regional-sme-policies">http://ec.europa.eu/enterprise/policies/sme/regional-sme-policies</a></td>
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<td>The new guidebook &quot;Improving Resource Efficiency in SMEs&quot; (Volume 10 - Guidebook Series - How to support SME Policy from Structural Funds) was published in September 2016: <a href="http://ec.europa.eu/DocsRoom/documents/18343">http://ec.europa.eu/DocsRoom/documents/18343</a></td>
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<td>The other language versions should be available shortly.</td>
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<td><strong>5. Policy guidance on EU best practice for renewable energy self-consumption</strong></td>
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<td>With the falling costs of distributed renewable energy, in particular solar PV systems, and the achievement of ‘grid-parity’ of renewable electricity production in many Member States, self-consumption has become a powerful tool empowering consumers, in particular SMEs, while potentially helping to reduce the cost of support for renewable energy. The Directorate-General for Energy at the European Commission is analysing these developments with a view to develop Guidance on Best Practices in order to steer the development of self-consumption in a cost-effective way.</td>
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<td>A Staff Working Document on “Best practices on Renewable Energy Self-consumption” was presented in July 2015. The document examines saving potentials from self-consumption for residential and commercial users; underlines the role of self-consumption as a driver for flexibility in the electricity markets including storage and identifies best practices concerning grid tariffs and support schemes. More information here.</td>
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<td><strong>6. Revision of the classification methodology of green technologies in the technology transfer database of the Enterprise Europe Network</strong></td>
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|                               | The action will update the classification of keywords describing resource efficiency and climate related technologies in order to keep up with the evolution of technologies and the key business sectors in which EEN clients are active. This action is instrumental for:  
- better showcasing technologies conducive to resource efficiency in awareness raising campaigns  
- closer collaboration with other EU funded initiatives for environment and climate change and it is therefore of strategic relevance for the development of synergies with those EU initiatives. EEN partners will, within the scope of their competencies and tasks, assist SMEs in exploiting the results of EU-funded projects, in particular those financed through COSME and the **SME Instrument of Horizon 2020**. |
|                               | The internal technology transfer database of the Enterprise Europe Network has been revised in cooperation with EEN sector groups. |
|                               | **7. Capitalise on** |
|                               | Invite partners of the Enterprise Europe Network to ensure close cooperation between the different sector |
|                               | The Annual Guidance Note to EEN |
Enterprise Europe Network partners’ experience on resource efficiency for SMEs

groups dealing with resource efficiency.

The objectives of this cooperation will be to exchange information on the work of the different EEN sector groups and to help transfer good practice within the Network on how to help SMEs improve their resource efficiency. EEN Sector Group members will also be occasionally requested to provide feedback from SMEs on resource efficiency matters to the Resource Efficiency Excellence Centre.

I.3 Facilitate the access to finance for resource-related improvements and energy efficiency in SMEs

8. Provide accessible information for SMEs on actions in support of resource efficiency improvements

Several SME-oriented websites of the European Commission will be updated and gradually start transition to the Commission’s new web presence due to be launched in 2015. The new site (or sites, depending on the timing of the transition) will focus on the user and therefore structure content according to users’ top tasks and themes. This will contribute to better showing available environmental information, EU funding available for resource efficiency improvements as well as non-financial support, clearly separating documents referring to the political context from financial support measures as such.

In particular, the action will focus first, on updating the ‘European Small Business Portal’ (funding section), the ‘Access to Finance Portal’, the EEN intranet as well as ‘Your Europe-Business’, second, switching focus to identification and satisfaction of user needs, and third, further promoting resource efficiency to SMEs through transitioning to the Commission’s new user-centric presence, including through the Horizon 2020 web portal and participant portal.

Links will be established to the European Resource Efficiency Excellence Centre (Action1 in this table).

9. European Investment Bank to provide financing through financial intermediaries for resource efficiency improvements linked to ecosystem services and climate change adaptation

In February 2015, the European Commission and the European Investment Bank launched the Natural Capital Financing Facility (NCFF), an instrument that will serve three objectives:

- establish a pipeline of replicable, bankable natural capital projects that will serve as a "proof of concept"
- demonstrate to private investors the attractiveness of natural capital projects for the longer term
- leverage funding from private investors for this pipeline of projects through the use of EU funds

SMEs may submit proposals for direct loan financing directly or they may benefit from NCFF-financing through financial intermediaries or equity funds.

In addition, sharing of best practices for innovative financing for biodiversity, including for SMEs, will be developed through the EU Business @ Biodiversity Platform.

The Commission is continuously updating and improving the Access to finance portal (www.access2finance.eu) with information on how businesses can access the new EU financial instruments (2014-2020).

The Portal already includes direct links to the NCFF facility in each country (see action 9).

For more information, please consult:

http://ec.europa.eu/environment/lifeg/infrastructure/financial_instruments/ncff.htm and
http://www.eib.org/products/blending/ncff/index.htm

Potential project developers can contact the EIB at: NCF_Instrument@eib.org

For more information, please consult:

http://ec.europa.eu/environment/lifeg/infrastructure/financial_instruments/ncff.htm and
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<th>10. <strong>Financial instruments specifically targeting SMEs</strong></th>
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<td>Private Finance for Energy Efficiency instruments (PF4EE)</td>
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<td>The targeted final recipients under the PF4EE instrument are expected to be defined in the context of Member States’ National Energy Efficiency Action Plans (NEEAP) and will primarily be those targeted by the national/regional schemes developed by Member States to implement their NEEAPs. They would comprise SMEs and mid-cap larger companies and private individuals, but could also include small municipalities or other public sector bodies undertaking small energy efficiency investments, capable of using energy savings to repay up-front borrowing.</td>
<td>A more detailed description of the PF4EE instrument and the request for proposals in order to become a financial intermediary under the PF4EE has been published in: <a href="http://www.eib.org/products/blending/pf4ee/index.htm">http://www.eib.org/products/blending/pf4ee/index.htm</a></td>
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<td>11. Establish a <strong>Network of Eco-Innovation financiers</strong></td>
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<td>This action (CIP 2013) will establish an EU-wide network and community of public and private financiers and investors that support eco-innovation. It will create a one-stop-shop web platform for eco-innovation business projects and investors that will provide information, guidance and tools and it will also incorporate a matchmaking platform. It will also establish an Eco-Innovation Investors Network, with participants who have a direct interest in exploring and investing in business opportunities stemming from the very broad eco-innovation market segment. The action is expected to generate deals and investment for the creation and growth of a large number of clean-tech companies and to increase the capital raised for clean-tech.</td>
<td>The Network of eco-innovation investment, called INNEON, was established in June 2014. The network aims to extend public and private funding sources available for eco-innovation and social innovation in Europe and provide a forum dedicated to the interaction between a select cohort of innovators and relevant investors. The network has been successful in attracting a considerable number of innovators/entrepreneurs and investors as active members and already closed successful deals. The network has also been engaging in continuous communication and promotion activities to extend its member base and promote eco-innovation funding. Website: <a href="http://www.inneon.eu/">http://www.inneon.eu/</a></td>
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<td>12. <strong>Possibilities for investments in competitiveness and Member States and regions may support investments in the competitiveness and greening of SMEs and improvements of energy efficiency and renewable energy use by using the European Regional Development Fund (ERDF) for the period 2014-2020. Enhancing the competitiveness of SMEs and promoting energy efficiency and renewable energy use in enterprises are key thematic priorities under the ERDF which are also subject to thematic concentration of the available funds.</strong></td>
<td>The Commission published a report on the outcome of the negotiations concerning the Partnership Agreements and programmes for the European Structural and Investment Funds in December 2015.1 Details on the allocation of</td>
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1 COM(2015) 639 final
| **energy efficiency and renewable energy use in SMEs under the European Regional Development Fund** | Therefore, Member States and regions may support various investments in the competitiveness and greening of the SMEs (e.g., productive investment, support for enterprises, networking, cooperation and technical assistance). Member States and regions may also provide investments in the improvements of energy efficiency and renewable energy use. As in general, the energy efficiency investments will entail a cost-savings and even revenue-generating stream (from renewables), the focus should be on leveraging private invests (e.g. through financial instruments) and limited use of grants mainly to more advanced but costly solutions (e.g. support deep renovation of buildings). [http://ec.europa.eu/regional_policy/thefunds/regional/index_en.cfm](http://ec.europa.eu/regional_policy/thefunds/regional/index_en.cfm) [http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/fiche_sme_en.pdf](http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/fiche_sme_en.pdf) [http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/fiche_low_carbon_en.pdf](http://ec.europa.eu/regional_policy/sources/docgener/informat/2014/fiche_low_carbon_en.pdf) |
| **13. Possibilities for investments in energy efficiency under the European Maritime and Fisheries Fund** | Member States may support various investments in energy efficiency of marine and inland waters fishing vessels and of processing of fishery and aquaculture products by using the European Maritime and Fisheries Fund (EMFF) for the period 2014-2020.

Member States can also use the EMFF to support various investments intended to increase resource efficiency in fisheries (including inland fisheries), aquaculture and processing of fishery and aquaculture products.

Promoting and fostering environmentally sustainable, resource efficient, innovative and knowledge-based fisheries and aquaculture are key thematic priorities under the EMFF.

Increased aid intensity for operations implemented by SMEs is possible. |
| **II. Green entrepreneurship for the companies of the future** | "The new SME Instrument under Horizon 2020 will encourage SMEs to put forward their most innovative ideas with an EU dimension. It targets highly innovative SMEs showing a strong ambition to develop, grow and internationalise. It consists of three separate phases and a coaching and mentoring service for beneficiaries. Participants can apply to phase 1 with a view to applying to phase 2 at a later date, or directly to phase 2."

In phase 1, a feasibility study shall be developed verifying the technological/practical as well as economic viability of an innovation idea/concept with considerable novelty to the industry sector in which it is presented (new products, processes, services and technologies or new market applications of existing technologies). Bottlenecks in the ability to increase profitability of the enterprise through innovation shall be detected and analyzed during phase 1 and addressed during phase 2 to increase the return in investment in innovation activities. The proposal should contain an initial business plan based on the proposed idea/concept. Funding will be provided in the form of a lump sum of EUR 50,000. Proposals should last around 6 months.

In phase 2, innovation projects will be supported that address the specific challenges identified and that demonstrate high potential in terms of company competitiveness and growth underpinned by a strategic business plan. Activities should focus on innovation activities such as demonstration, testing, prototyping, piloting, scaling-up, miniaturization, design, market replication and the like aiming to bring an innovation idea (product, process, service, etc.) to industrial readiness and maturity for market introduction close to deployment and market introduction, but may also include some research. For technological innovation a Technology Readiness Levels of 6 or above (or similar for non-technological innovations) are envisaged. Proposals shall be based on an elaborated business plan either developed through phase 1 or another means. Particular attention must be paid to IP protection and ownership. The funding to key priorities are also available on the ESIF Open Data Platform\(^1\). |

\(^1\) [https://cohesionda.ec.europa.eu/](https://cohesionda.ec.europa.eu/)
Commission considers that proposals requesting a contribution from the EU of between EUR 0.5 and 2.5 million would allow phase 2 to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts. Proposals should last between 12 and 24 months.

In addition, in phase 3, SMEs can benefit from indirect support measures and services as well as access to the financial facilities supported under Access to Risk Finance of this work program.

Successful beneficiaries are offered coaching and mentoring support during phase 1 and phase 2. This service is accessible via the Enterprise Europe Network and is delivered by dedicated coaches.

The single SME instrument call includes topics particularly relevant to innovation-driven SMEs seeking to commercialise eco-innovative products, services or processes, including under Horizon 2020 societal challenges 2, 3, 4 and 5.

15. Support systemic approach to eco-innovation and circular economy

<table>
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<th>Description</th>
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<td>Horizon 2020</td>
<td>Funds collaborative R&amp;D actions that are of particular relevance to eco-innovation driven SMEs, not least under its Societal Challenge &quot;Climate Action, Environment, Resource Efficiency and Raw Materials&quot;, in terms of increasing resource efficiency through a systemic approach towards eco-innovation and in the setting up of a circular economy. All forms of innovation are covered. Different types of activities going from research to demonstration, to market uptake, coordination and networking are addressed, for instance in the fields of waste and water.</td>
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<td>The first Horizon 2020 call under Societal Challenge &quot;Climate Action, Environment, Resource Efficiency and Raw Materials&quot; included a topic &quot;Waste-1-2014: Moving towards a circular economy through industrial symbiosis&quot;. The topic attracted 56 proposals, of which 5 were selected for funding. The grant agreements for these projects should be concluded by 16/05/2015, with the total requested EU funding amounting to some 43 M EUR. The projects started between 01/06/2015 and 01/09/2015.</td>
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<td>The 2015 Horizon 2020 call under Societal Challenge &quot;Climate Action, Environment, Resource Efficiency and Raw Materials&quot; included a topic &quot;Waste-6-2015-a: Promoting eco-innovative waste management and prevention as part of sustainable urban development&quot;. The topic attracted 96 proposals in the first stage. Of these, 19 proposals were selected for 2nd stage evaluations taking place in autumn 2015.</td>
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16. Possibilities for investments

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<td>Innovation and SMEs' entrepreneurship are key thematic priorities under the European Regional Development Fund for the period 2014-2020 which are also subject to thematic concentration of the available funds. Member States and regions are, therefore, encouraged to provide funding for various</td>
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<td>The Commission published a report on the outcome of the negotiations concerning the Partnership</td>
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<td>17. Possibilities for investments in innovation under the European Maritime and Fisheries Fund</td>
<td>Support for innovation is a priority specific objectives under the European Maritime and Fisheries Fund (EMFF). Support for investments in innovation regarding products, processes and techniques, management and organisation systems is available for fisheries (including inland fisheries), aquaculture, community-led local development with regard to the sustainable development of fisheries areas and processing of fishery and aquaculture areas. Increased aid intensity for operations implemented by SMEs is possible.</td>
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<td>18. Support for energy efficiency improvement of SMEs</td>
<td>Horizon 2020 funds collaborative R&amp;D actions that are of particular relevance to address energy-efficiency improvements of SMEs under its Societal Challenge “Secure, Clean and Efficient Energy”. Energy efficiency is a no-regret option for Europe, addressed by both short-term and long-term EU policies. The EU is aiming to progressively decrease primary energy consumption by 2020 and 2030. Research and demonstration activities within this area will focus also on energy efficiency in SMEs through dedicated calls. See: <a href="http://ec.europa.eu/casme/en/energy">http://ec.europa.eu/casme/en/energy</a></td>
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<td>II.2 Facilitate business partnering, skills and knowledge for green entrepreneurship</td>
<td>Skills development for the greening of the economy</td>
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<td>The Communication Green Employment Initiative. – Tapping into the job creation potential of the green economy proposes a comprehensive roadmap for skills development for the greening of the economy such as, inter alia, actions 17-19 below.</td>
<td>The EU Skills Panorama can provide capacity to extract data on green skills. The Commission is working with CEDEFOP towards making the Panorama a more user-friendly career guidance tool. On-going further development of European Skills/Competences, qualifications and Occupations (ESCO) <a href="https://ec.europa.eu/esco/home">https://ec.europa.eu/esco/home</a> has also potential to provide green skills enhancing outcomes. The recently launched Sector Skills Councils for shipbuilding and automotive industries that will address skill gaps in their sectors with important challenges related to green skills. A new Sector Skills Alliances Instrument, adopted in 2015, will fund projects under two Lots: Lot 1 for projects focusing on the identification of skills gaps in different sectors and Lot 2 for projects focusing on the development of Vocational Education and training curricula in specific sectors The first call for proposals will be launched in October 2015 to fund projects under the 2 Lots. They will be funded under the Erasmus+ programme. A transversal element in both Lots centres on the proposals taking green and ICT into account of green and ICT skills into account.</td>
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In the second half of 2014 EC signed grant agreements of six pilot green skills fostering projects in the framework of PROGRESS. These are two projects per sector with high green employment potential: construction, renewable energy and recycling. The outcomes are expected in 2016 and they will inform development of further green skills related policies and actions.

| 19. Promote green entrepreneurship and related business creation skills | The Climate Knowledge and Innovation Community (Climate-KIC) of the European Institute of Innovation and Technology (EIT) will deliver innovative climate-focused education models at graduate and post-graduate levels and develop further its new business creation instruments to foster climate-related entrepreneurship. | Climate-KIC offers a high performance Accelerator for start-ups and SMEs
Growing climate innovations into valuable, investable businesses is the goal of the Accelerator. This is where we nurture and support our early stage start-ups and SME innovations, with ‘tough love’, through three distinct phases:

- Stage 1 (business model testing),
- Stage 2 (customer development) and
- Stage 3 (winning the first deal).

We support our teams through the so-called “valley of death” to help entrepreneurs develop, fund and implement their business plans. At the start of 2015 Climate-KIC start-ups raised over 68 M external Funding!

Our Accelerator is already a rich EU-wide ecosystem that cannot be found in any local (i.e. member states’) business incubators or accelerators. This unique environment gives early-stage start-ups and SMEs an excellent opportunity to boost their growth, to cross national borders and to become worldwide technology leaders with substantial climate impact.

In 2015 our aim is to increase the
Accelerator’s geographic reach and make it accessible for SMEs. We will, through the Climate-KIC RIC-RIS partnership with world class industry and Europe’s best universities, sow the seeds for future growth in Europe. By 2016, we aim that the Climate-KIC Accelerator will be the world’s largest climate programme of its type, supporting 400 start-up teams per year.

More info: http://www.climate-kic.org/for-entrepreneurs/

Climate-KIC Education

Achievements

An education ethos of learn-by-doing, epitomised by our highly innovative Climate-KIC Journey, five-week pan-European, cross-discipline and cross-sector entrepreneurial summer school. Since its start in 2010 more than 800 students have worked on over 100 climate change business ideas with a number of them launching successfully in the market. One start-up is now an affiliate partner of Climate-KIC. The Journey is a cornerstone of Climate-KIC’s EIT labelled Master and doctoral programmes.

Establishment of Climate Graduate School portfolio. Climate-KIC’s Climate Graduate School now has EIT labelled Master programmes across 7 countries and an EIT-labelled doctoral programme - all mapped onto one of our eight thematic platforms, enabling their work to integrate with colleagues across the KIC community.

Climate-KIC Education programmes which promote green entrepreneurship and related business creation skills:
The Climate-KIC Label aims to distinguish students who will be able to stimulate and contribute to climate relevant innovation in Europe. To reach this goal, the Climate-KIC education program recruits high potential, strongly motivated and open-minded graduate students and gives them a core Climate-KIC education that constitutes the Climate-KIC label. The Climate KIC label is delivered to students who, validating a regular Master/PhD program in one of the Climate-KIC university partners (such as Imperial College, ETH Zurich etc.) will have succeeded in an ensemble of mandatory EU modules constituting the core of the Climate KIC master Label.

Journey
Journey is a 5-weeks intensive climate change innovation and entrepreneurship school, based in 3 locations. It brings together highly motivated students as well as professionals from a large variety of background and disciplines from across the globe.

It is a first-class opportunity for students and young entrepreneurs to:

- Network with and relate personally to like-minded peers at all career levels;
- Meet the people who matter in business, science and policy, including entrepreneurs putting ideas into practice;
- Explore climate change at first hand in its scientific, environmental, political, social and economic contexts;
- Work within multidisciplinary teams supported by business coaches to develop and
pitch your own ideas as potential business ventures.

**Greenhouse**
The aim of the Climate-KIC Greenhouse is to support students (MSc, PhD, PostDoc), alumni and researchers in the design of a first draft business model for a sustainable product or service idea in an informal and flexible environment. In this phase students will assess the market potential and define the target group for their sustainable product idea or service. At the same time they can form a team that has the right qualities to develop and exploit the business model and find out whether entrepreneurship is their personal future career.

**Climate Business School**
In 2014 we established the Climate Business School with the aim to educate visionary global leaders to catalyse change for a prosperous, resilient and sustainable environmental and economic future. There is, however, a gap in the market that Climate-KIC will be able to fill by offering a leadership perspective on systemic integrated solutions based on fundamental applied knowledge drawn from the unique thematic platforms of Climate-KIC. Climate-KIC will deliver executive education through a broad spectrum of short-duration courses to executives, business leaders, and functional managers.


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20. Foster higher education and enterprise cooperation to trigger

The Erasmus+ programme, key action 2 'Cooperation for innovation and good practices' supports the establishment of Knowledge Alliances, which are transnational, structured and result-driven projects between higher education institutions and public or private, small, medium or large enterprises for

- jointly designed and delivered innovative learning and teaching methods
- introducing entrepreneurship knowledge, skills and motivation in order to trigger students,
innovative solutions and entrepreneurship

enterprise and academic staff to engage in entrepreneurial activities in their environment

- cross-sectoral and reciprocal mobility for continuing educational programmes, supervision, teaching and activities with and within companies

The programme is open to any discipline, including the field of the green economy. Selected Knowledge Alliances are funded with EUR 700,000 (for a 2-year project) or up to EUR 1,000,000 (for a 3-year project) following yearly calls for proposals.

150 Knowledge Alliances between 1500 higher education institutions and enterprises are expected to be built by 2020.

In addition, the Erasmus+ programme, key action 2 'Cooperation for innovation and good practices' supports the establishment of Strategic Partnerships which support the development, transfer and/or implementation of innovative practices in higher education & training as well as the implementation of joint initiatives promoting cooperation, peer learning and exchanges of experience in the field of education & training. Strategic Partnerships are open to any type of organisation active in any field of education, training and youth or other socio-economic sectors as well as to organisations carrying out activities that are transversal to different fields (e.g. local and regional authorities, recognition and validation centres, chambers of commerce, trade).

The action is open to any discipline, including the field of the green economy. The grant is up to €300,000 for a two-years project.

21. Vocational Education and Training to tackle sector-specific skills gaps on environmental technologies and eco-innovation

The Erasmus+ programme, key action 2 'Cooperation for innovation and good practices' supports the establishment of Sector Skills Alliances (SSA), which are transnational projects drawing on evidence of trends in a specific economic sector and the skills needed in order to perform in one or more professional field. They support the design and delivery of joint vocational training curricula.

Selected Sector Skills Alliances are funded with a grant ranging from EUR 700,000 (for a 2-year project) or up to EUR 1,000,000 (for a 3-year project) following yearly calls for proposals.

One of the sectors which are eligible under this action is "environmental technologies" (eco-innovation).

Public or private, small, medium or large enterprises (including social enterprises) are eligible participating organisations for the Sector Skills Alliances.

Up to 150 Sector Skills Alliances are expected to be set up by 2020.

In addition, the Erasmus+ programme, key action 2 'Cooperation for innovation and good practices' supports the establishment of Strategic Partnerships which support the development, transfer and/or implementation of innovative practices in education, training and youth as well as the implementation of joint initiatives promoting cooperation, peer learning and exchanges of experience in the field of education, training and youth. Strategic Partnerships are open to any type of organisation active in any field of education, training and youth or other socio-economic sectors as well as to organisations carrying out activities that are transversal to different fields (e.g. local and regional authorities, recognition and validation centres, chambers of commerce, trade).

The action is open to any discipline, including the field of the green economy. Project duration is between 12 and 36 months. Maximum grant awarded is variable, defined by multiplying 12,500 EUR by the duration of the project in months and up to 450,000 EUR for projects with duration of 36 months.

Selection 2012: SSA for energy saving construction from has been finalised with impact in the Baltic Sea region, in particular in Poland and Lithuania: [http://www.adam-europe.eu/adam/project/view.htm?p=rj=10338&page=PRODUCTS&VgUSTf7smUk](http://www.adam-europe.eu/adam/project/view.htm?p=rj=10338&page=PRODUCTS&VgUSTf7smUk)

Selection 2013: the SSA for the reuse of electronic devices address identification of skill gaps, necessary changes of VET curricula and qualification framework referencing is still on-going: [http://www.adam-europe.eu/adam/project/view.htm?p=rj=10974#.VgUYUP7smUk](http://www.adam-europe.eu/adam/project/view.htm?p=rj=10974#.VgUYUP7smUk); the SSA on Savoirs Agroécologiques et ingéniosité des territoires is still on-going: [http://www.adam-europe.eu/adam/project/view.htm?p=rj=10961#.Vgkbl7smUk](http://www.adam-europe.eu/adam/project/view.htm?p=rj=10961#.Vgkbl7smUk); the SSA for competences for a sustainable city development: qualification scheme for Climate Adaptation in Construction, Architecture and Planning is still
22. Verify the performance of innovative environmental technologies

**Environmental Technology Verification (ETV)** helps bringing innovative environmental technologies to the market by providing verified evidence that they are credible, scientifically sound and that they perform as claimed. This is particularly beneficial for technologies whose performance goes beyond established standards, and for SMEs willing to differentiate their innovative products from those of competitors and to penetrate new technology markets.

The on-going pilot project on ETV tries out ETV on a large scale with volunteer organisations and Member States. 9 verification bodies have been accredited and have begun implementing ETV. Grant agreements were concluded with Verification Bodies under the Competitiveness and Innovation Programme to help kick-start ETV.

On the basis of a positive evaluation of the pilot project, planned in 2015, the ETV pilot programme may be rolled out on a full scale as of 2016.

In the Horizon 2020 Work Programme 2014-2015, ETV is addressed in the impacts of four topics under the societal challenges on 'secure, clean and efficient energy' and on 'climate action, environment, resource efficiency and raw materials'. ETV may also be included in proposals under other topics as far as it is consistent with the topic description and eligible activities.

The pilot phase of ETV is on-going. So far around 60 requests were made for the verification of specific technologies, around 30 verifications are taking place now and for one technology the verification is completed. All these applications have been submitted by SMEs, with around one-third coming from micro-enterprises. See website: [http://iet.jrc.ec.europa.eu/etv/](http://iet.jrc.ec.europa.eu/etv/)

The pilot phase will continue till end 2016. On the basis of a positive evaluation, the pilot programme may be rolled out on a full scale as
23. **Enhance new business models for resource efficiency and energy efficiency in SMEs**

The **LIFE programme** prioritises projects implementing new business models for resource efficiency and energy efficiency, including establishing resource efficiency practices in SMEs, focusing on the environmental impact, durability, reuse, repair and recycling of their products and processes – including sharing or leasing of products rather than selling them. This should involve one of the industrial sectors considered as a priority in the **Roadmap for a Resource Efficient Europe**, and the new business model should result in a reduction in material use and/or energy and water use.

The **LIFE multiannual work programme** for 2014-2017 has been adopted in spring 2014. The 2014 call for project action grants was for EUR 283 122 966. The 2015 call for action grants for the LIFE programme was launched in June 2015 and covers proposals for both environment and climate action sub-programmes. The total budget for project action grants for this call is €240 811 337.

"Traditional projects" is the project type that is most directly linked to SMEs. Traditional projects include best-practice, demonstration, pilot or information, awareness and dissemination projects. The "LIFE Environment & Resource Efficiency" track will co-finance action grants for pilot and demonstration projects to develop, test and demonstrate policy or management approaches, best practices and solutions, including development and demonstration of innovative technologies, to environmental challenges. See website: [http://ec.europa.eu/environment/life/index.htm](http://ec.europa.eu/environment/life/index.htm)

Winners per category were awarded at the SME Assembly in November 2015 in Luxembourg. Are you an EU public body or a public-private partnership? Do you want to participate? See website: [http://ec.europa.eu/growth/smes/support/enterprise-promotion-awards/take-part/index_en.htm](http://ec.europa.eu/growth/smes/support/enterprise-promotion-awards/take-part/index_en.htm)

24. **Recognise the efforts to support green entrepreneurship**

The European Enterprise Promotion Awards is a competition to reward the most imaginative and successful initiatives of EU public bodies and public-private partnerships which support entrepreneurship. Since 2013, there is a specific category to reward organisations which support the development of green markets and resource efficiency:


The possible inclusion of ‘Circular Economy Awards’ at firm level, sector level and systems level will be explored.

II.3 Exploit better the role of

25. **Integrate the resource efficiency**

Resource efficiency will become a specific topic in the trainings under the Cluster Excellence Programme (COSME 2014-2020). This will aim to make cluster managers fully aware of the potential of the actions that can be launched in their clusters to further foster productivity, sustainability and

The evaluation of proposals following the 2014 call has been completed and the grant agreement
clusters in support of eco-innovative SMEs | topic into the trainings on cluster excellence | competitiveness within and between their SME members.

III. Opportunities for SMEs in a greener value chain

| III.1 Address systemic barriers to cross-sectoral and cross-national value chain collaboration and business creation and cooperation, by facilitating the creation of service business models and the re-use of materials, products and waste | 26. Analysis of barriers to, and potential of the circular economy, including SME aspects | Analysis of the systemic barriers impeding the deployment of circular business models is crucial to develop the best possible actions at EU level to address any possible shortcomings.

An on-going study, entitled “Scoping study to identify potential circular economy actions, priority sectors, material flows & value chains” is looking at systemic barriers such as policy issues and gaps, and it aims to identify priority value chains, material flows and sectors or products where the adoption of the circular economy model would be particularly beneficial. SME aspects will be systematically analysed during the study.

A forthcoming study will analyse certain waste streams and the potential of industrial symbiosis to promote waste as a resource for EU industry. This study will complement the work already carried out on the analysis of various waste streams and the competitiveness of their client industries, as well as other relevant reports in this area.

These studies will identify possible actions at EU level.

| 27. Incentivise cross-sectoral and cross-regional cooperation in support of new resource-efficient value chains | The Horizon 2020 action ‘Cluster facilitated projects for new industrial value chains’, to be implemented as of 2015, is aimed at better unlocking the innovation potential of SMEs, including the eco-innovative and resource-efficient solutions they offer. The action will support cross-sectoral and cross-regional collaboration and innovation projects driven by SMEs by better integrating them into clusters and different value chains. This shall lead to value chain innovation and the development of emerging industries as well as progress towards a more resource-efficient circular economy.

At least 75% of the total proposed budget of each project shall be allocated directly or indirectly to support innovation in SMEs. | The 2015 call followed a two stage submission procedure. 119 applicants submitted a 10 pages concept note for the first stage. 45 were invited to submit the full proposal during the second stage of submission. The evaluation of proposals is ongoing. The budget for the 2015 call is €24.9 million. 5-6 projects are likely to be funded (with an average of €4.5 Mio per proposal)

Budget for 2016 will be €15 Mio.

| 28. Benchmark favourable conditions conducive | The European Cluster Observatory (CIP 2013) will provide regions with a better mapping of geographic concentrations of competences in eco-industries as well as identification and analysis of cross-sectoral clustering trends, including cluster internationalisation and industrial transformation trends, related to eco-industries. The European Cluster Observatory will also develop a methodology for the analysis of preparations are ongoing.

The new call will be open for applications on 16 December 2015.

The study titled “Scoping study to identify potential circular economy actions, priority sectors, material flows & value chains” is completed and publicly available at the following website: http://www.ieep.eu/assets/1410/Circular_economy_scoping_study_-_Final_report.pdf

The Commission is using the findings of this study in the preparation of the revised package on the circular economy that is planned to be completed by end 2015.

A further study, titled “Socioeconomic impact of increased reparability” is is currently under preparation. A stakeholder meeting discussing the interim findings of this study took place in June 2015.

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the framework conditions conducive for the development of emerging industries, such as eco-industries, and will provide a European Regional Ecosystem Scoreboard and a European Stress Test for Cluster Policy, including a self-assessment tool, in order to help regions develop modern cluster strategies. The European Cluster Observatory webpages on the DG ENTR website are currently under construction.

The "Emerging industries" report of the European Cluster Observatory already identified eco-industries as an emerging industry based on cross-sectoral financial deals (i.e. mergers & acquisitions and equity deals). An analysis of the industry and cluster-specific framework conditions relevant for the development of world-class clusters in eco-industries has also been carried out.

The future European Cluster Observatory for Industrial Change (COSME 2016) will build on the work of the European Cluster Observatory and focus more specifically on the resource efficiency dimension with a view to identify best practices and contribute to the development of circular business models that can underpin the European industrial renaissance.

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<tr>
<th>29. Model demonstrators showcasing systemic eco-innovative solutions</th>
<th>Demonstration of systemic eco-innovation best practice examples is needed to raise awareness among individuals, entrepreneurs and policy makers of the social, economic and environmental benefits of a systemic approach that goes across sectors and involves all societal actors.</th>
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</table>
| As part of the work programme 2016-2017 of the societal challenge 5 “Climate Action, Environment, Resource Efficiency and Raw Materials” (SC5) of Horizon 2020, the European Commission is proposing topics on large-scale demonstration projects, among others in the area of systemic eco-innovation for the circular economy. The topics in question are part of a cross-cutting focus area "Industry 2020 in the Circular Economy" and are the following: "CIRC-01-2016-2017: Systemic, eco-innovative approaches for the circular economy: large-scale demonstration projects" and "CIRC-02-2016-2017: Water in the context of the circular economy"
<p>| Their formal adoption and publication is planned for mid-October 2015. |</p>
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<th></th>
<th>IV. Access to the markets for green SMEs</th>
<th>IV.1 Promote a greener European internal market</th>
<th>31. Establish an expert group to focus on systemic approach to eco-innovation</th>
<th>32. Encourage European Standardisation Organisation s to take into account circular economy objectives when creating standards</th>
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<tr>
<td></td>
<td>30. Promote the take-up of the circular economy concept and showcase its benefits</td>
<td>The LIFE programme prioritises support to projects implementing the circular economy concept though actions spanning the value chain or ensuring the use of secondary resources/scrap material/waste in other industries or value chains, including eco-design, cascading use of materials, repair, remanufacture, reuse, recycling, new circular business concepts, innovative take-back and collection systems, and industrial symbiosis-related projects.</td>
<td>See Action 23</td>
<td>See Action 23</td>
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</table>
|   | As foreseen in the Horizon 2020 Work Programme 2014-2015, in the Societal Challenge 'Climate Action, Environment, Resource Efficiency and Raw Materials', under 'Other Actions', the European Commission will set up an Expert Group to focus on a systemic approach to eco-innovation. | The action will ensure that the European Standardisation Organisations take environmental aspects into consideration in standardisation and consider key resource efficiency (and circular economy) issues such as durability, recyclability, reparability (ref CEN/CENELEC Guide 4). This action will also encourage all stakeholders in standardisation to take account of environmental issues through training modules. The action is a logical consequence of the Commission's previous efforts to integrate environmental aspects into European standardisation. This action should take into account the Annual Union Work Programme for European Standardisation (AUWP) drafted in accordance with the Regulation on Standardisation (1025/2012). Through the AUWP the European Commission will also support its bio-economy strategy and foster markets for green products, speeding up the development of standards and their international recognition, promoting labelling and green public procurement. | A Group of experts on systemic approach to eco-innovation was established and began working in September 2014. The group consisting of 5 experts had a task to deliver a report in the form of a multi-annual roadmap for EU-actions on systemic eco-innovation. The report was published in March 2015 and is available at: [http://bookshop.europa.eu/en/from-niche-to-norm-pbKI0115206/](http://bookshop.europa.eu/en/from-niche-to-norm-pbKI0115206/) | The Commission has supported financially ECOS- European Environmental Citizen’s Organisation for Standardisation in order to represent environmental interest in standardisation activities of the European standardisation bodies. ECOS has been promoting and defending the consideration by the ESOs of environmental and sustainability aspects in standardisation, including in relation to life cycle assessment, energy and resource efficiency, thereby promoting circular economy concepts encompassing durability, recyclability, reparability and reuse. ECOS contributed to the draft standardisation request for material efficiency in Ecodesign products, advocating for aspects such as durability, recyclability and reparability to be clearly addressed. The draft document is still under
### IV.2 Facilitate access to international markets for green entrepreneurs

<p>| 33. Establish European Strategic Cluster Partnerships fostering closer cross-sectoral collaboration in the fields of green technologies and services. | The European Cluster Collaboration Platform (ECCP) has enabled the establishment of pilot European Strategic Cluster Partnerships (ESCPs) with no EU funding. These partnerships consist of an alliance between clusters from different sectors, with a view to develop a joint strategy for internationalisation. Some of the existing ESCPs focus on water, energy, clean-tech and natural resource efficiency. The Cluster Internationalisation Programme for SMEs (COSME 2014-2020) will support preparatory actions for the establishment and shaping of new ESCPs with a common European strategic vision, which shall develop and implement a joint strategy to promote cross-sectoral cooperation and to facilitate SME internationalisation in emerging industries. Alliances in the field of green technologies and eco-innovation will be encouraged. Identification of strategic partners across Europe, the development of a legal representation, the preparation of a joint branding and marketing strategy and a roadmap for cooperation can be supported. Moreover, the programme will support the further development and running of established ESCPs or similar existing pan-European alliances of cluster and business network organisations, with actions such as tailored analysis and fact-finding missions or assistance for opening of a joint office abroad, preparing joint business plans and bankable proposals. Finally, the measure will support international cluster and business network cooperation and promotion of ESCPs through the further development of the ECCP. | The Call for proposals “Cluster Go International” closed on 21 April 2015. The evaluation of proposals has finished and the preparation of the grant awarding is in progress. Intended starting date for the projects is 1st January 2016. The contract for the management of the European Cluster Collaboration Platform was awarded in September 2015. More information: <a href="http://www.clustercollaboration.eu">www.clustercollaboration.eu</a> |
| 34. Ensure that resource efficiency markets are a key sectors in international matchmaking | Cluster matchmaking missions will continue to be organised, building upon the experience of the Missions for Growth and the cluster matchmaking events funded under CIP. Those missions will encourage cooperation in the fields of resource efficiency and eco-innovation, and be prioritised on a case-by-case basis, taking into account the specificities of the country targeted and the trading potential. Eco-innovation and resource efficiency will also be priority sectors for cluster matchmaking missions, as well as for B2B and C2C matchmaking events organised by the EEN. | The European Cluster Collaboration Platform (ECCP), awarded in September 2015 (see action 33) will organise 10 cluster matchmaking events until the end of 2017. News about these events will be published on the ECCP website. |</p>
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<th><strong>g missions</strong></th>
<th><strong><a href="http://www.cluster.collaboration.eu">www.cluster.collaboration.eu</a></strong></th>
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<td><strong>35. Green Gateway to Korea</strong></td>
<td>The EU Green Gateway Programme for Korea aims to strengthen the presence of EU companies in Korea, through an increase and diversification of export or investments supporting green growth. It will also complement the efforts made at regulatory dialogue level and FTA implementation to remove regulatory obstacles to trade. It specifically focuses on a) Facilitating trade and business cooperation with Korea; b) Assisting EU companies, in particular SMEs, to create business links in Korea in clean technologies, products and services; c) Assisting EU companies in gaining a better understanding of the local business culture, market rules and practices. Organisation of business missions in the field of Clean Technologies and products, equipment and services for: a) Environment and water; b) Renewable energy and energy efficiency; c) Construction and building technologies/materials. Services contracts being launched under the Annual Action Programme 2014.</td>
</tr>
<tr>
<td><strong>36. Gateway / EU Business Avenues in South East Asia</strong></td>
<td>This project will promote trade and business cooperation with South East Asia and create valuable business links for European SMEs with emerging markets in the region. It aims to strengthen the presence of EU companies in key markets in South East Asia, contributing to economic and job growth in the EU. By establishing direct business contacts with ASEAN companies in priority sectors (energy, environment, health technology), the project will also facilitate the attainment of EU objectives at regulatory dialogue level and further ongoing FTA negotiations. The environment sector is one component of the sectors. It will contribute to improving the (global) competitiveness of EU companies, specifically SMEs, and strengthen their position in emerging key markets; Services contracts being launched under the Annual Action Programme 2014.</td>
</tr>
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| **IV. 3 Facilitate the uptake of resource efficiency technology in partner countries through cooperation with European SMEs** |
|----------------|---------------------------------|
| **37. Low carbon business action with middle income countries** | This action to be implemented under the Partnership Instrument 2014-2020 will provide technical assistance for the establishment of Cooperation Partnerships between EU businesses and clusters and businesses and other counterparts in middle income countries and for the elaboration of joint bankable proposals that reflect the interests of both parties, with the aim of obtaining financial support for the implementation of the resulting low carbon technology solutions. The action will engage actors at three levels, (local) governmental, intermediary business associations such as clusters, and companies directly, with the goal of greening industries by adopting low carbon technology in areas such as energy production and consumption, transport, manufacturing process, waste management, agriculture and forestry. This action will be coordinated with, and seek synergies among the different EU instruments at work, and ensure EU policy coherence for development. Pilot actions with Brazil and Mexico are being implemented under the Annual Action Programme 2014, in two interlinked phases combining concrete technology transfer activities with more strategic long-term cooperation to facilitate the development of low emission industries through cooperation with European SMEs, notably through clusters, on joint projects: • Phase 1: Mapping of specific needs and gaps and identification of potential partners in target sectors in middle income countries, awareness raising and matchmaking activities that identify technology transfer needs and potential local partners and bring them together with EU clusters and companies that are interested in bringing their technologies and expertise to this new market, resulting in mutual agreements or Cooperation Partnerships. Phase 1 successfully launched in Mexico and Brazil. Mapping results should be available at the end of 2015. Concept note for the preparation of phase 2 under discussion. |
| **38. Green technology transfer action from Europe to South Mediterranean countries** | The green technology transfer action from Europe to South Mediterranean countries shall help entrepreneurs and SMEs from these countries build new entrepreneurial activities based on green technologies, such as clean-tech services that support the "greening of industry" and innovative business solutions in support of resource efficiency, through cooperation with European SMEs.

This action will be coordinated with, and seek synergies among the different EU instruments at work, and ensure EU policy coherence for development. It will build on the [2012 Survey on Sustainable Enterprise Development in the Mediterranean Partner Countries](https://www.sustainable-enterprise.eu/) and also consider the 2013 evaluation of progress in this area with reference to the Small Business Act.

A pilot action was launched in 2013 under the 'EuroMed Innovative Entrepreneurs for Change' preparatory action funded by the European Parliament. It is being implemented as part of the joint EU-UNIDO action [SWITCH-MED](https://switch-med.org/).

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| **39. Clean Energy Cooperation with India** | The project aims to enhance India's capacity to deploy low carbon energy production and improve energy efficiency and, therefore, contributing to the mitigation of global climate change. Project activities will support India's efforts to secure the supply of energy and contribute to global energy security.

The specific objectives of the project are:

1) To increase India's capacity to set-up low carbon energy and to improve energy efficiency and contribute global climate change mitigation;

2) To contribute to the security of energy supply;

3) To develop and maintain a well-established framework for strategic energy cooperation between the EU and India; and

4) To increase business opportunities for EU companies in the energy technologies sector.

Contract to be awarded by the end of 2015.

The project will focus on three main areas:

- offshore wind
- grid integration of large scale solar projects
- Energy Efficiency in buildings

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• Phase 2: Support facility with technical assistance for the elaboration of "bankable" proposals for joint projects by Cooperation Partnerships promoting the take-up of low carbon technologies and more sustainable solutions (cluster cooperation) as well as proposals for direct low carbon technology transfer between businesses (business joint ventures).