

EXTRA-SMES A3.5

INPUT PAPER FOR THE EXCHANGE OF EXPERIENCE VISIT IN SZCZECIN

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EXTRA-SMEs
Interreg Europe



European Union
European Regional
Development Fund

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Introduction

“Improving policies to boost SME competitiveness and extraversion in EU coastal and rural areas where aquaculture is a driver of the regional economy” (EXTRA-SMEs) is an Interreg Europe project aiming at boosting the expansion of rural and coastal aquaculture SMEs in wider markets for the promotion of their products, by promoting simpler and improved administrative processes and procedures, and innovative production solutions.

This input paper provides a basis for the organisation and implementation of the exchange of experience visit on internationalization and extraversion improvement (EXTRA-SMEs activity A3.5), to be organised in Szczecin, Poland by the Northern Chamber of Commerce (NCC).

The input paper is outlined as follows: Section 1 outlines activity A3.5, its added value and its interdependencies with other project activities. Section 2 presents the links of A3.5 with the project research activities A1.1 and A1.4 and section 3 outlines the topics to be presented and discussed during the exchange of experience visit. Section 4 provides useful guidelines for the organisation and implementation of the visit, and section 5 provides instructions for drafting the visit’s summary report.

1 Added value of EXTRA-SMEs exchange of experience visits

Exchange of experience visits of the EXTRA-SMEs project have been designed to provide partners and participating stakeholders with valuable practical experience, enhancing the learning process on existing, successful cases studies. The Interreg Europe programme encourages this type of exchange and suggests that the sharing knowledge and expertise should be an indispensable component of regional authorities' efforts in order to drive sustainable policy development.

The EXTRA-SMEs exchange of experience visits (A3.5) are expected to foster capacity building with regards to the internationalization of aquaculture SMEs. Alongside the respective workshops organised by the project (A3.1-A3.4), these visits are anticipated to contribute to the comprehension of the policy change requirements that will allow SMEs improve their extraversion.

In addition, exchange of experience visits pose an excellent opportunity for regional level stakeholders, policy makers and experts to communicate, exchange ideas, discuss the regional issues and examine potential solutions for various social, economic, environmental or other challenges in relation to policy development. This type of activities can therefore play a crucial role in policy making and the implementation of potential advancements and/or change. The relevant discussions and hands-on experience can facilitate the involvement and possible contribution of key stakeholders in shaping action plans and, in the long-run, after the project's completion.

Essentially, each exchange of experience visit is a two-way beneficial process. Local actors will benefit from the participation of the international experts, who in turn will have a unique opportunity to exchange and discuss ideas in a direct and efficient manner with local stakeholders.

1.1 Outline of A3.5

EXTRA-SMEs activity A3.5 foresees the organisation of two exchange of experience visits by by NCC in Poland (3rd semester) and by the NRDA in Lithuania (4th semester). All project partners will participate with members of their stakeholder groups and external experts to discuss regional strategies on internationalization and extraversion improvement for aquaculture SMEs.

During the exchange of experience visit in Poland, the participants will have the opportunity to exchange views with their peers, familiarise themselves with existing policy measures and strategies and co-shape a common approach for policy improvement.

Figure 1: Work plan for the exchange of experience visit in Poland

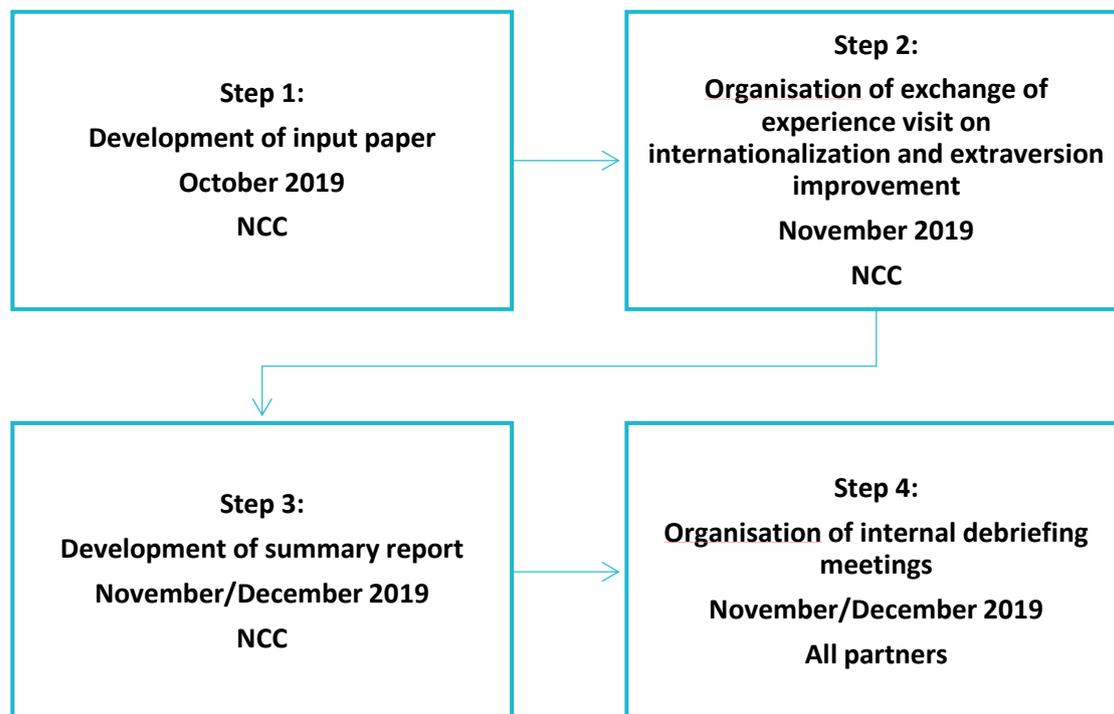


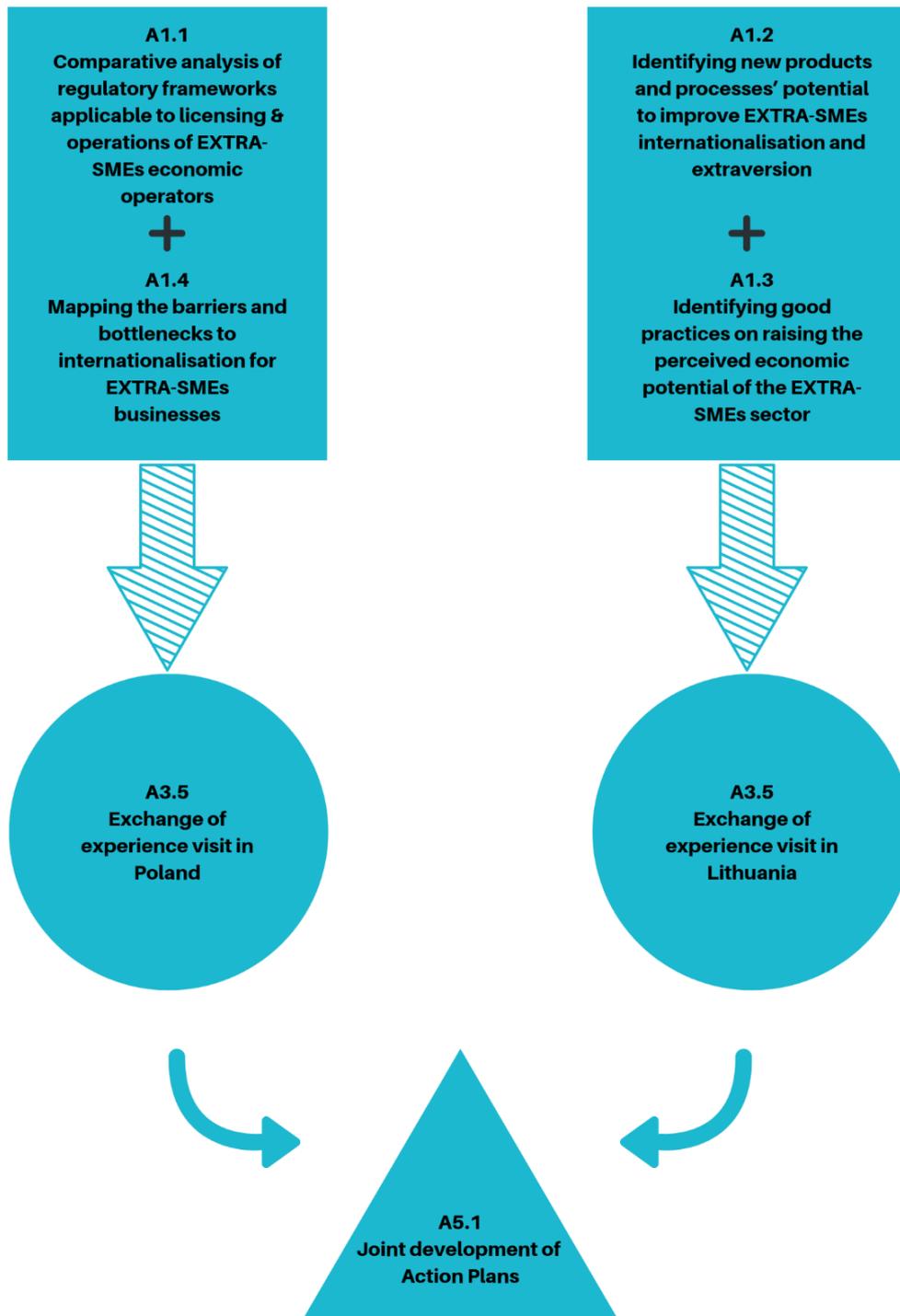
Figure 1 presents the steps leading to the successful completion of the visit starting with the input paper prepared by NCC. Upon the conclusion of the exchange of experience visit, NCC will also produce a summary report which will be used for the internal debriefing meetings organized by each project partner, sharing the lessons learned within their own organisations.

1.2 Interdependencies of A3.5 with other project activities

The exchange of experience visits of EXTRA-SMEs activity A3.5 will be based on the project's research activities. Furthermore, the results of A3.5 will contribute to the development of the regional action plans foreseen to be delivered before the monitoring phase of the project

(A5.1). The interdependencies of activity A3.5 with other project activities are outlined in Figure 2.

Figure 2: Interdependencies of A3.5 with other project activities



2 Links to EXTRA-SMEs research activities

The exchange of experience visit in Poland will be based on research activities A1.1 and A1.4. Activity A1.1 consists of a comparative analysis on EXTRA-SMEs partners' regulatory and administrative frameworks pertaining to aquaculture SMEs while exploring the potential for improvement and providing recommendations for policy advancements. Activity A1.4 identifies of the barriers and bottlenecks faced by enterprises of the aquaculture value chain in expanding their activities in new markets and internationalizing their outlook.

2.1 Comparative analysis of regulatory frameworks applicable to licensing and operations of EXTRA-SMEs economic operators (A1.1)

EXTRA-SMEs activity A1.1 consists of a comparative analysis on EXTRA-SMEs partners' regulatory and administrative frameworks pertaining to aquaculture SMEs while exploring the potential for improvement and providing recommendations for policy advancements. The activity's research demonstrates a great degree of variability of aquaculture activities in the partnership regions, in terms of size, value, diversification and internationalisation. The main conclusions of the comparative analysis are presented in Figure 3.

Figure 3: Main conclusions of EXTRA-SMEs activity A1.1

Based on the project partners' input, the following conclusions have been reached:	Interested parties can find a secure and stable environment for investment in aquaculture in all the regions of the project. However, the information for setting up an aquaculture production or processing enterprise is not easily accessible in all cases.
	All EXTRA-SME's regions implement EU and national rules and regulations to protect the public interest and restrict short-sighted investments, yet the research was not conclusive regarding the implementation of these rules.
	All the regions covered by the project have policies in place promoting the competitiveness, innovation, and internationalisation of their aquaculture value chains. However, there are deficiencies in setting up long-term and comprehensive policies.

2.2 Mapping the barriers and bottlenecks to internationalisation for EXTRA-SMEs businesses (A1.4)

EXTRA-SMEs activity A1.4 aims at the identification of the barriers and bottlenecks faced by businesses of the aquaculture value chain in expanding their activities in new markets and internationalising their outlook. The activity’s final deliverable, “Report on the factors hindering EXTRA-SMEs internationalization and extraversion”, provides an analysis of the outstanding barriers as perceived by aquaculture SMEs in partnership territories.

Despite the different profiles of businesses participating in the activity’s survey, the data collected reveal a certain degree of convergence regarding the types of barriers perceived as important. The categories of problems emerging as most pertinent are presented in Figure 4.

Figure 4: Main barriers to extraversion based on the findings of EXTRA-SMEs activity A1.4

Barriers to extraversion and internationalisation of aquaculture SMEs	Product and price barriers to marketing
	Procedural barriers
	Distribution, logistics and promotion barriers
	Tariff and non-tariff barriers
	Administrative barriers

3 Topics to be presented and discussed

The presentations and discussions taking place during the exchange of experience visit in Szczecin should address internationalisation and extraversion improvement through the perspective of the themes emerging from EXTRA-SMEs research activities A1.1 and A1.4, namely **barriers and bottlenecks hindering internationalisation** and **policy-making priorities to promote extraversion**. Furthermore it would be useful to brief the participants on the background and characteristics of the Western Pomerania region, enabling the participants to fully comprehend the issues surfacing during the field visits and encouraging them to identify any territorial similarities and differences that need to be taken into account for transferring good practices.

3.1 Territorial background of Western Pomerania

Poland has a long history of aquaculture as the activity was first recorded in the 12th century. Fish farming is represented mainly by freshwater farms and is carried out in traditional earth ponds in a 3-year cycle, a system also found in other Central and Eastern European countries. The Polish processing sector has gone through a considerable transformation over the past decade and is currently one of the largest in Europe. It plays a major role in supplying European countries with processed fish products such as smoked fish, mainly salmon and trout, canned herring, mackerel, and sprat, and ready-to-eat fish products like salads and fish in marinades.¹

Western Pomerania (Zachodniopomorskie Province) is located in the north-western part of Poland. It covers 114 municipalities and 21 counties. It is the fifth largest province in Poland, with a surface area of 22,900 km² and it is the eleventh largest province in terms of population (1,701,000 as of December 2018). Szczecin is the province's capital, with a population of 402,465.

Briefing on Western Pomerania territorial background should focus on the particular/specific elements and characteristics of the region that have significantly contributed to the internationalisation of aquaculture SMEs, and the development of policies that have boosted extraversion and resulted in growth. The presentation should also include any other

¹ <https://www.eurofish.dk/member-countries/poland>

environmental/landscape characteristics which have played a determining role in the growth of the region and its aquaculture SMEs.

3.2 Lifting barriers and bottlenecks that hinder internationalisation

Policy makers are advised to shape their priorities taking into account the significance of the different barriers and bottlenecks faced by aquaculture SMEs.

The majority of EU members agree that complicated administrative procedures can pose a barrier for the growth of the aquaculture sector (STECF, 2018). Furthermore, it has been noted that the improvement of the regulatory framework for aquaculture constitutes the key for the development and growth of the European aquaculture sector (STECF, 2016).

Based on the findings of EXTRA-SMEs A1.4 (EXTRA-SMEs, 2019b) the Top 10 barriers to externalisation are:

1. Shortage of working capital to finance exports
2. Unfavourable home rules and regulations
3. Lack of excess production capacity for exports
4. Difficulty in matching competitors' prices
5. Excessive transportation/insurance costs
6. Lack of home government assistance/incentives
7. Unfamiliar exporting procedures/paperwork
8. Offering satisfactory prices to customers
9. Meeting export product quality/standards/specifications
10. High health, safety and technical standards (e.g. sanitary and phytosanitary requirements)

As regards Western Pomerania, given the most significant barriers reported (EXTRA-SMEs, 2019b), the aquaculture sector is in need of overall government support and a policy priority of renewing the standard business models so as to meet the necessary standards for export marketing and trade. In a soft approach, such support should familiarise aquaculture businesses with foreign procedures, consumption habits but also with domestic procedures which have to be clear and easily accessible to aspiring exporters. More concrete issues, such as transportation costs and currency risks, can be addressed by prioritising export activities and, in doing so, provide incentives in the form of tax reductions and tariff reductions for

companies willing to take on export activities. Reducing risks for companies should include efforts to provide business intelligence support and assurance needed to engage in trade activities in new markets.

Relevant presentations should focus on barriers and bottlenecks faced by SMEs of the aquaculture value chain in the region of Western Pomerania hindering their extraversion and ways to overcome them. Participants should be encouraged to contribute with information on their own regions.

3.3 Policy-making priority areas to promote extraversion

The Food and Agriculture Organization of the United Nations (FAO, 2017) identifies “four key principles that guide good governance in the aquaculture sector”:

- Effectiveness, implying that regulation should be cost-effective and results-oriented.
- Equity, referring to consensus-orientated regulation and institutional responsiveness.
- Accountability, which refers to openness in decision making and decision-making based on pre-established, transparent and known criteria as well as reliable information on the sector being regulated.
- Predictability of rule of law, referring to fair and consistent regulation and legislation and transparent, open and clear decision-making processes.

Based on the project’s comparative analysis of regulatory frameworks applicable to licensing and operations of EXTRA-SMEs economic operators (EXTRA-SMEs, 2019a), a comprehensive regulatory framework in aquaculture should consist of the following elements:

- A stable and predictable regulatory environment, which enables investors to feel secure in starting new ventures or expanding existing ones. This includes provisions relevant to the purchases and use of land, such as spatial planning and the existence of a public registry for land possession.
- A regulatory framework that promotes long-term investment, by curbing short-sighted ventures, as well as protecting the environment and consumers.
- A policy mix that promotes the competitiveness by supporting internationalisation and innovation efforts, as well as offering skilled labour.

Stability and predictability to investors in the aquaculture value chain can be ensured through the development of:

- a. A clear framework for property rights and claims based on a comprehensive property register.
- b. A spatial planning that is well adapted to the needs of aquaculture activity, as well as of the usual neighbouring activities and to the environment.
- c. A transparent system for awarding and revising permits for aquaculture production and processing units.

As regards the promotion of long-term investment, the EU framework for protecting food safety, as well as on the labelling and traceability of aquaculture food products, adopted by all the countries represented in the project's consortium, do prevent short-sighted business behaviour.

The promotion of entrepreneurship, innovation, extraversion and the improvement of the local labour skillset can be accomplished through funding schemes but also other targeted measures such as the development of supportive frameworks to entrepreneurship as well as the development of marketing programmes and support for third-market access.

The presentations and discussion on policy initiatives should aim at the exchange of experiences among the participants, through the comparison of a variety of backgrounds and approaches. This exchange will enable the stakeholders participating the visit to contribute to the development of better policies promoting the extraversion of aquaculture SMEs.

4 Organisational considerations

4.1 Overall Objectives and Themes

The overall objective of the visit is to allow the exchange of successful policies, practices and initiatives to improve SMEs' internationalisation and extraversion.

Specifically, the exchange of experience visit in Szczecin will be structured as follows:

- Presentation of real life examples/case studies, highlighting the most relevant needs and challenges associated with the extraversion of aquaculture SMEs that.
- Exploration of how such issues can be addressed through regional policies.
- Provision of insights to regional authorities on how innovation technologies can positively impact on SMEs' productivity and competitiveness.
- Collection and exchange of experiences from different regions regarding the investment and adoption of new technologies.
- Networking between elected representatives of regional public administrations and members of stakeholders' groups, through structured interactions

4.2 Selection of exchange of experience visit sites

The following criteria, ensuring that the field visits will represent the region's most relevant successful examples of enterprises seeking and achieving extravert business activities, have to be fulfilled for the selection of the field visit sites:

- o The exchange of experience visit should present successful aquaculture enterprises performing international activities.
- o The field visits should be held in a location within NCC's regional boundaries, presenting all the elements of the territory that characterise the landscape, the governance, the society and the SMEs.
- o The selected cases should be successful in overcoming the challenges faced by the organisation or achieving its initial objectives, through the implementation of new technologies.
- o The selected cases should demonstrate high transferability potential in other regions and other enterprises within the aquaculture value chain.

4.3 Proposed sites

4.3.1 Jurassic Salmon



Jurassic Salmon Sp. z o.o.² is the world's first fully organic Atlantic salmon farm using thermal water from 150 million years ago.

Established in 2013, the company is farming Atlantic salmon in recirculating aquaculture systems, placed in a modern facility with an area

of 0.9 hectares. The company possesses the most up-to-date and technologically advanced RAS Atlantic salmon farm situated in Janowo (West Pomerania, Poland). Further, its facility constitutes the world's first plant using geothermal saline waters for this purpose and the third such farm leading production from egg to harvest size. In addition, it is the largest farm of such type in Europe.

4.3.2 Espersen



Espersen³ is a world leading company in the processing of fish products (i.e. frozen fish blocks, frozen fillets, specials cuts, and breaded and deluxe puff pastry fish products) with

modern production plants and non-production units in Poland (Koszalin, West Pomerania) as well as Denmark, France, Lithuania, Russia, Spain and Vietnam.

The company constitutes an internationally recognised supplier of high quality products with customers in Europe and the USA, including some of the largest multi-national food corporations in the world.

The company's activities are oriented towards continued access to fish resources, thus Espersen is internationally distinguished in the industry as a responsible company constantly pursuing sustainable development.

² <http://jurassicsalmon.pl/en/>

³ <http://www.espersen.com/>

4.4 Participants

The EXTRA-SMEs Application Form foresees that project partners, members of regional stakeholder groups and external experts, will participate in the exchange of experience visit to be held in Szczecin, Poland.

During the visit, apart from visiting regional sites of interest, roundtable discussions and networking activities will also take place. These activities will allow participants to discuss the issues and challenges directly linked the extraversion and internationalisation of aquaculture SMEs.

Annex III provides a list of key regional stakeholders per project partner as indicated in the Application Form and updated by the project partners. This is only an indicative pool of regional stakeholders, identified at earlier stages of the project and, thus, other participants are expected to be invited through the hosting partner's networks and contacts lists. Annex IV provides a template for the list of participants to be completed by the hosting partner.

4.5 Structure of the exchange of experience visit

4.5.1 Field visits

Field visits aim to help the participants obtain first-hand observations of the topics examined. In the case of this particular activity, the participants will visit and examine aquaculture SMEs that have already successfully seeking international activities. The main objective is to present practice evidence and results, anticipated to function as inspiration for the participants. In this capacity, field visits are considered very effective as concerns the direct transfer of knowledge and experience.

4.5.2 Round table discussions and presentations

Prior to onsite excursions, it would be useful for participants to be introduced to the topic's general framework (concepts, definitions, challenges, national or regional legal basis), to obtain a clear and more in-depth understanding of the presented case studies. This may be achieved either through presentations or via round table discussions, to encourage interaction and cooperation between participants, as well as the exchange of ideas, knowledge and good practices further to that to be obtained from the field visits.

Presentations can provide an overview of the existing policy measures towards the internationalisation and extraversion of aquaculture SMEs; discussions, due to their flexible

nature, will allow participants to explore relevant issues in-depth and in a comparative manner and obtain a better understanding of the overall business environment of the aquaculture sector, prior to the visit.

4.5.3 Networking

Networking is an essential part of the activity as it facilitates cooperation and creates new opportunities for development and growth. Networking is expected to be a continuous process during the two-day exchange of experience visit. Apart from the interaction during the presentations and field visits, other networking activities (such as dinners and coffee breaks) will be organised by the hosting organisation, giving the participants enough time to develop and/or strengthen ties that can encourage policy changes and interregional cooperation.

4.6 Evaluation

The evaluation of all project outputs (including the results of the A3.5 exchange of experience visits) sets the basis for improvements and further development of future project activities. The evaluation of project activities is therefore essential for steering the project towards success, effectiveness and sustainability.

The exchange of experience visit in Szczecin will be evaluated through the use of a questionnaire to be distributed to participants examining the following aspects of the activity:

1. Field visits to SMEs (good practice cases) – relevance, interest and transferability
2. Organisation and logistics
3. Content of discussion and applicability to own region
4. Relevance of territories and topics presented to the issues faced in the other regions
5. Other comments/general suggestions for improvement

Participants will evaluate the success of the exchange of experience visit upon its completion, using the feedback form provided in Annex II. If deemed necessary the evaluation form can be modified to better correspond to the field visits and discussions that took place during the exchange of experience visit.

4.7 Exchange of experience visit indicative Agenda



European Union
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EXTRA-SMEs A3.5

“Exchange of experience visits on internationalisation and extraversion improvement”

Venue TBA, Szczecin, POLAND

26th– 27th November 2019

DAY 1: TUESDAY, 26th NOVEMBER 2019	
09:00 – 09:30	Arrivals and registration
09:30-13:00	Presentation of policies, measures and research projects and research projects to improve the internationalisation and extraversion of aquaculture SMEs
13:00-14:00	Lunch break
14:00-18:00	Site visit
19:00	Networking dinner
DAY 2: WEDNESDAY, 27th NOVEMBER 2019	
09:00 – 13:00	Site visit
13:00-14:00	Lunch break
14:00-15:00	Conclusion of the exchange of experience visit

5 Guidelines for preparing the summary report

The final stage of activity A3.5 is the preparation of a summary report for each exchange of experience visit, which, in fact, constitute the activity's main outputs. Thus, upon the completion of the exchange of experience visit in Poland, NCC will draft a summary report aiming to present the outcomes and conclusions reached by participants, to be used by all partners for the purposes of diffusing the lessons learnt and developing policy recommendations.

In order to meet its objectives, the summary report should include the following aspects:

- Summary/statistics, i.e. the number of participants and the type of organisations represented,
- The case studies presented, and the reasons for their selection,
- The main observations and lessons learnt from field visits,
- The key discussion points and conclusions from topics discussed,
- A brief presentation of policy recommendations for the development of action plans, based on the interventions of the participants and the conclusions drawn,
- The evaluation of the visit based on participants' feedback

References

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Annex I

Exchange of experience visit Purpose Statement

Purpose Statement

EXTRA-SMEs 3.5: Exchange of experience visit on internationalisation and extraversion improvement

**Organised by NCC, Szczecin, Poland,
26th– 27th November 2019**



The main purpose of the exchange of experience visit in Szczecin, Poland is to encourage the interchange of ideas between partners, key stakeholders and external experts regarding the internationalization and extraversion improvement of aquaculture SMEs.

Apart from discussing the most relevant needs and challenges that aquaculture SMEs are faced with in their internationalisation and extraversion efforts, the exchange of experience visit will also present successful local case studies from the Szczecin region.

The exchange of experience visit will be a networking opportunity for regional public administrations and members of the stakeholders' groups, providing them with valuable insights into the current situation, in order to be able to understand the local and regional opportunities and challenges.

This discussion and exchanges of ideas will also provide hands-on experience that can facilitate the possible contribution of key stakeholders in future action plans and guide them to successfully influence policy-making.

Finally the exchange of experience visit will offer its participants the opportunity to discuss the issues which need to be tackled at the current stage of the EXTRA-SMEs project. In turn, this exchange can also influence and contribute to the development of efficient regional policies, by addressing the current needs and encouraging extraversion and internationalisation for aquaculture SMEs on a national, regional and local level.

Thus, the exchange of experience visit, in line with the EXTRA-SMEs project, is expected to influence the policy-making process, boosting the extraversion of the aquaculture sector.

Annex II

Exchange of experience visit Feedback Form

Evaluation form



EXTRA-SMES 3.5: Exchange of experience visit on internationalisation and extraversion improvement

Organised by NCC, Szczecin, Poland, 26th– 27th November 2019

Name:

Organisation:

Please answer the following questions, relevant to different aspects of the public consultation meeting, by rating on a 1 to 5 scale.

How would you rate the exchange of experience visit's overall organisation?

1	2	3	4	5
Very Poor	Poor	Average	Good	Very Good
<input type="checkbox"/>				

Do you think that the time allocated to each topic was sufficient?

1	2	3	4	5
Too little time	Not enough time	Just enough time	Sufficient time	Ample time
<input type="checkbox"/>				

How would you rate the quality of the presented topics?

1	2	3	4	5
Very Poor	Poor	Average	Good	Very Good
<input type="checkbox"/>				

How would you rate the quality of the discussion during the exchange of experience visit?

1	2	3	4	5
Very Poor	Poor	Average	Good	Very Good
<input type="checkbox"/>				

How relevant to your organisation's operations were the topics addressed?

1	2	3	4	5
Not at all	Poorly	Averagely	Significantly	In their entirety
<input type="checkbox"/>				

The exchange of experience visit will lead to improvements in the proposed policies.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The exchange of experience visit, as a whole, has been appropriate and productive.

1	2	3	4	5
Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any issues related to the topics of the exchange of experience visit that have not been addressed? Please briefly describe them.

Do you have any suggestions for the organisation of future exchange of experience visits?

Annex III

The following Table includes the key regional stakeholders per project partner as indicated in the Application Form and updated by the project partners. **The project partners are expected to further update the Table with additional stakeholders identified.**

Key regional stakeholders per project partner

PARTNER	KEY STAKEHOLDERS
REGPEL	<p>PUBLIC AUTHORITIES AND ASSOCIATIONS Municipality of Argolida Municipality of Korinthia Developmental Peloponnese SA OTA</p> <p>CHAMBERS OF COMMERCE Messinian Chamber of Commerce and Industry Arcadia Chamber of Commerce Argolis Chamber of Commerce and Industry Chamber of Laconia</p> <p>UNIVERSITIES University of Peloponnese</p>
LIGURIA & DLTM	<p>PUBLIC AUTHORITIES AND ASSOCIATIONS Province of Savona Province of Imperia Province of La Spezia Municipality of La Spezia</p> <p>CHAMBERS OF COMMERCE Chamber of Commerce in Liguria Chamber of Commerce of Genoa Chamber of Commerce in Savona Chamber of Commerce in Imperia Chamber of Commerce in Busalla Chamber of Commerce in Carrara</p> <p>UNIVERSITIES AND RESEARCH CENTERS University of Genoa Italian Institute of Technology in Genoa Cooperation of Mussel Farmers of La Spezia</p>
NCC	<p>MANAGING AUTHORITY OF THE POLICY INSTRUMENT Westpomeranian Region</p> <p>PUBLIC AUTHORITIES AND ASSOCIATIONS Westpomeranian Agency for Regional Development</p>

	<p>Municipal Office of Szczecin</p> <p>UNIVERSITIES AND RESEARCH CENTERS The West Pomeranian University of Technology, Faculty of Food Sciences and Fisheries Maritime University of Szczecin</p> <p>SECTOR STAKEHOLDERS Polish Association of Fish Processors in Koszalin West Pomeranian ICT Cluster in Szczecin</p>
ADR-BI	<p>MANAGING AUTHORITY OF THE POLICY INSTRUMENT Ministry of Regional Development, Public Administration and European Funds</p> <p>PUBLIC AUTHORITIES Ilfov County Council Bucharest City Hall</p> <p>UNIVERSITIES The National University of Political Studies and Public Administration</p> <p>SECTOR STAKEHOLDERS The Foundation Romanian Centre for Small and Medium Sized Enterprises (CRIMM Foundation)</p>
Lapland UAS	<p>REGIONAL AUTHORITY Regional Council of Lapland</p> <p>PUBLIC AUTHORITIES Ministry of Agriculture and Forestry Ministry of Economic Affairs and Employment</p> <p>REGIONAL DEVELOPMENT AGENCIES AND INSTITUTES ProAgria Lappi Lapland Fisheries Association of Fishing Rights Owners (Lapin kalatalouskeskus) Natural Resources Institute Finland (LUKE)</p> <p>CHAMBERS OF COMMERCE Lapland Chamber of Commerce</p>
UPAT	<p>PUBLIC AUTHORITIES Ministry of Rural Development and Food - Directorate General for Sustainable Fisheries, Ministry of Education, Research and Religious Affairs (EYDE-ETAK), Federation of Greek Mariculture, ELKETHE, Region of Western Greece, Decentralized Administration of Peloponnese, Western</p>

Greece and the Ionian Sea, Regional Development Fund - Region of Western Greece, Municipality of Naupaktos, Municipality of Messologgi, Municipality of Aigialeia, Municipality of Pyrgos, Municipality of Aktio Vonitsa, Municipality of Dytiki Axaia, Municipality of Patras, Municipality of Kalavryta, Municipality of Agrinio, Municipality of Ilida, Municipality of Erymanthos, Municipality of Amfiloxia

UNIVERSITIES

Technological Education Institute of Western Greece, Aristotle University of Thessaloniki, University of Patras

CHAMBERS OF COMMERCE & DEVELOPMENT AGENCIES

Geotechnical Chamber of Greece, Chamber of Peloponnese & Western Greece, Chamber of Hleia, Chamber of Aitoloakarnania, Chamber of Axaia Development Agency of Olympia S.A., Achaia S.A., Development Agency of Aitoliki

ORGANISATIONS

Fish from greece, Organisation of Cental Markets, WWF, Federation of Ecological Organizations of the Corinth Gulf "Alkyon", Association for the Protection and Orthological Development of the Corinth Gulf"Arion"

COMPANIES

NIREUS, Galaxidi Fish farms, Kefalonia fish, SAW A.B.E.E., Mytikas A.E., Tzefrios Aquaculture, Hellenic Fish Farming SA, Andromeda Group, KALLIMANIS, Genfroco, IKTIS, Tixi, IRIDA S.A., PRAXIS, ENALION, NOMIKOS, Ixhtuoskala Patras, DIVARI FROZEN, VARANOU, IXTHIME MEPE

WDC

PUBLIC AUTHORITIES AND ASSOCIATIONS

Northern and Western Regional Assembly
Mayo City Council
Galway County Council
Galway City Council
Donegal County Council

NATIONAL AGENCIES

BIM's Seafood Development Centre (SDC)

CHAMBERS OF COMMERCE

Roscommon Chamber of Commerce
Galway Chamber

UNIVERSITIES AND RESEARCH CENTERS

NUI Galway
University College Cork

NRDA

MANAGING AUTHORITY OF THE POLICY INSTRUMENT

Ministry of Economy of the Republic of Lithuania

PUBLIC AUTHORITIES

Fisheries Service Under the Ministry of Agriculture of the Republic
Šiauliai City Local Community
Šiauliai District Local Community
Šiauliai State Food and Veterinary Service
Fishery Cluster

REGIONAL DEVELOPMENT ACTORS

Kurtuvėnai regional park
Šiauliai Chamber of Commerce, Industry and Crafts
Šiauliai Business Incubator
National Association of Aquaculture and Fish Product Producers
Fisheries Local Action Groups (in Klaipėda, Raseiniai)
Western Fisheries Local Action Group

UNIVERSITIES

Šiauliai University
Vytautas Magnus Agriculture Academy
Klaipėda University
Šilutė Vocational Training Centre

Annex IV

List of Attendees Template

EXTRA-SMEs 3.5: Exchange of experience visit on internationalisation and extraversion improvement
Organised by NCC, Szczecin, Poland,
26th– 27th November 2019



List of Attendees				
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