

## A - Project identification

### A.1 Project identification

<b>Project id (automatically created)</b>	NPA0300105
<b>Name of the lead partner organisation</b>	Itä-Lapin kuntayhtymä
<b>Name of the lead partner organisation in English</b>	The Local Federation of East Lapland
<b>Project title</b>	Sustainable Arctic and Peripheral Biking Tourism
<b>Project acronym</b>	SUB
<b>Programme priority</b>	Strengthening the innovation capacity for resilient and attractive NPA communities
<b>Specific objective</b>	1.3: Enhancing sustainable growth and competitiveness of SMEs and job creation in SMEs, including by productive investments
<b>Project duration in months</b>	36

## A.2 Project summary

Please give a short overview of the project and describe:

- the common challenges and opportunities of the programme area you are jointly addressing in your project;
- the overall objective of the project and the expected change your project will make to the current situation;
- the main outputs you will produce and those who will benefit from them;
- the approach you plan to take and why a transnational approach is needed;
- what is new/original about the project.

SUB project aims to transfer and develop entrepreneurial skills and sustainable business models in biking tourism in collaboration with micro and SMEs. SUB partners see biking tourism as an emerging sector having the potential to contribute to economic diversification and resilience in remote areas. Enhancing the economic growth of the local micro and SMEs will play a pivotal role in achieving growth and increasing employment.

The novelty of the SUB is that partners are key orchestrators in the regional ecosystem. SUB regional focus group approach invites the micro & SMEs to join with other key target group representatives to participate and benefit from the SUB. The transnational exchange of experiences will give tools to develop biking tourism sustainably. It will also be used to develop the industry' among the young generation. SUB will also build the concepts for clustering, fostering the industry to grow sustainably, connecting entrepreneurial capacities across regions, and adapting marketing models for a greater market reach.

SUB will implement, with the support of the focus group, three objectives:

- To develop transnational best practices model to perform sustainable biking business within the NPA regions
- To implement Capacity building in the entrepreneurial skills and business models for SUB
- To launch the SUB network and clustering collaboration practices supporting the greater market reach

The sustainability pillars are the cross-cutting issues in the project and the breeding ground of all actions in the project. That is supported by a joint sustainability toolkit including guidance or sustainable investments, regional master plans, good practises and increased digital skills. Practical actions include the exchange of experiences regionally and internally, peer-to-peer learning, applicable capacity-building scheme, voucher scheme and transnational clustering. Through these actions, the consortium is contributing direct benefits to the companies.

### A.3 Project budget overview

Programme funding			Contribution					Total
Funding source	Funding amount	Co-financing rate (%)	Automatic public contribution	Other public contribution	Total public contribution	Private contribution	Total contribution	
ERDF	958,992.82	65.00 %	180,295.87	227,320.10	407,615.97	108,764.81	516,380.78	1,475,373.60
Total EU funds	958,992.82	65.00 %	180,295.87	227,320.10	407,615.97	108,764.81	516,380.78	1,475,373.60
ERDF_NO	0.00	0.00 %	0.00	0.00	0.00	0.00	0.00	0.00
ERDF_IS	134,167.80	65.00 %	0.00	72,244.20	72,244.20	0.00	72,244.20	206,412.00
ERDF_FO	130,458.90	65.00 %	0.00	70,247.10	70,247.10	0.00	70,247.10	200,706.00
ERDF_GL	0.00	0.00 %	0.00	0.00	0.00	0.00	0.00	0.00
Total	1,223,619.52	65.00 %	180,295.87	369,811.40	550,107.27	108,764.81	658,872.08	1,882,491.60

## A.4 Project outputs and result overview

Programme Output Indicator	Aggregated value per Programme output indicator	Measurement Unit	Output	Output Title (short)	Output target value	Programme result indicator	Baseline	Result indicator target value	Measurement unit
Organisations cooperating across borders	20.00	organisations	0	Production of "SUB think tank" reports with 3 categories highlighting joint needs and cross-cutting themes in the development of sustainable biking tourism	10.00				
			0	Launching SUB transnational collaboration networks strengthening the clustering of micro and SMEs and other actors in the regional tourism innovation ecosystem	10.00				
Jointly developed solutions	6.00	solutions	0	Transnational SUB tool kit for developing sustainable biking tourism and guidelines for sustainable investments in the biking tourism sector	1.00				

Programme Output Indicator	Aggregated value per Programme output indicator	Measurement Unit	Output	Output Title (short)	Output target value	Programme result indicator	Baseline	Result in indicator target value	Measurement unit
			Output 1.3	Production of Regional Masterplans for Biking Tourism Development	5.00				
Enterprises with non-financial support	40.00	enterprises	Output 2.2	Implementing the capacity building peer-to-peer between micro and SMEs as part of the SUB capacity building scheme	40.00				
Enterprises supported (of which: micro, small, medium, large)	40.00	enterprises	Output 3.2	Provide tools and implementation of the voucher programme to improve the operational efficiency of the enterprises developing biking tourism	40.00				

Programme Output Indicator	Aggregated value per Programme output indicator	Measurement Unit	Output	Output Title (short)	Output target value	Programme result indicator	Baseline	Result in target value	Measurement unit
Pilot actions developed jointly and implemented in projects	4.00	pilot actions	Output 2.1	To design and implement the SUB capacity building scheme supporting the micro and SMEs on biking tourism to develop their businesses	4.00				
						Solutions taken up or up-scaled by organisations	0.00	11.00	solutions
						SMEs introducing marketing or organisational innovation	0.00	55.00	enterprises

## B - Project partners

### Partners overview

Number	Status	Name of the Organisation in English	Country	Organisation abbreviation	Partner role	Associated organisations	Partner total eligible budget
1	Active	The Local Federation of East Lapland	Suomi /Finland (FI)	ILKY	LP	Rural Area Partnership in Derry :Ltd The Highlands and Islands Transport Partnership (HITRANS) Lough Neagh Partnership Ltd Visit Pyhä-Luosto ry Matkalle Sallaan ry Kemijärven Matkailu ry	654,298.00
2	Active	LUKE - NATURAL RESOURCES INSTITUTE FINLAND	Suomi /Finland (FI)	LUKE	PP		81,603.50
3	Active	Federation of Regional Authorities NW Iceland	Ísland (IS)	SSNV	PP	Markaðsstofa Norðurlands	206,412.00
4	Active	Visit Torshavn	Faroe Islands (FO)	VT	PP	Rent a Bike	200,706.00
5	Active	Jämtland Härjedalen Tourism	Sverige (SE)	JHT	PP		310,756.58
6	Active	Donegal County Council	Éire /Ireland (IE)	DCC	PP		428,715.52

<b>B.1 Lead partner</b>	
Partner number	1
Partner role	LP
Name of the Organisation in original language	Itä-Lapin kuntayhtymä
Name of the Organisation in English	The Local Federation of East Lapland
Organisation abbreviation	ILKY
Department / unit / division	not relevant
<b>Partner main address</b>	
Country	Suomi/Finland (FI)
NUTS 2	Pohjois- ja Itä-Suomi (FI1D)
NUTS 3	Lappi (FI1D7)
Street, House number, Postal code, City	Kuumaniemenkatu 2 A 98100 Kemijärvi
Homepage	<a href="http://italappi.fi/">http://italappi.fi/</a>
<b>Address of department / unit / division (if applicable)</b>	
Country	
NUTS 2	
NUTS 3	
Street, House number, Postal code, City	
<b>Legal and financial information</b>	
Type of partner	Local public authority
Legal status	Public
VAT number (if applicable)	FI10446516
PIC (from EC Participant Register)	889805542
<b>Contact</b>	
Legal representative	Ms Dina Solatie
Contact person	Ms Vilma Ohrankämnen
Email	<a href="mailto:vilma.ohrankammen@italappi.fi">vilma.ohrankammen@italappi.fi</a>



<b>Contact</b>	
<b>Telephone no.</b>	+358405517800
<b>Motivation</b>	
<b>Which of the organisation's thematic competences and experiences are relevant for the project?</b>	
<p>The Local Federation of East Lapland (ILKY) is owned by the municipalities of Eastern Lapland (Kemijärvi, Pelkosenniemi, Posio, Salla and Savukoski). The organization was founded to promote the interests of Eastern Lapland on regional and national level, to coordinate the cooperation between municipalities and to enhance cooperation between neighbouring areas on regional and interregional level. ILKY is the sub-regional development organisation.</p> <p>East Lapland has strong winter tourism. Developing year-round, sustainable tourism is identified as a primary strategic development need. Therefore, the municipalities, tourism industry and ILKY have joined forces during the last years to reach the goal. Launching the projects to increase the length of stay, overall attractiveness, and trail development have been on focus. The emergency of biking tourism is recognised, and it could play an essential role in year-around tourism and is, therefore one of the ILKY core businesses to develop.</p>	
<b>What is the role (contribution and main activities) of your organisation in the project?</b>	
<p>ILKY is the lead partner (LP) of the project and has overall management responsibility in implementation, finances and reporting. To ensure the coherence communications to reach the target groups intended, ILKY will provide communication expertise to project partners.</p> <p>In addition to project's overall management, ILKY is also responsible for leading WPs 1.1, 1.3, 1.4 and 2.2. As a responsible partner in WP 1.1 ILKY will provide a common digital platform to project consortium to support the flow of information and knowledge sharing during the project's implementation period. As a co-leader in WPs 1.2, 1.5, 2.2 and 2.3, ILKY will support the WP leaders to accomplish the activities and deliverables as agreed.</p> <p>Furthermore, ILKY leads the activities on regional level working closely with regional stakeholders and focus group members. The LP also supports the project with knowledge in business and areal development as well as in sustainable development.</p>	
<b>If applicable, describe the organisation's experience in participating in and/or managing EU co-financed projects or other international projects.</b>	
<p>The organization has over 20 years of experience in regional, national and interregional development projects. During the last two decades the organization has managed successfully ca. 50 development projects as a lead partner as well as participated to projects led by other organizations. Mainly the projects have been financed by ESF (European Social Fund), ERDF (European Regional Development Fund) or EAFRD (European Agriculture Fund for Rural Development).</p> <p>Examples of interregional projects:</p> <ul style="list-style-type: none"> <li>- NABL - Northern Axis - Barents link -project (Kolarctic CBC), implementation between 2019 - 2022</li> <li>- Safer Roads for Users (Kolarctic ENPI), implementation between 2012 - 2015</li> <li>- Salla Gate Business and Tourism Partnership (Kolarctic ENPI), implementation between 2012 - 2015</li> <li>- Sports and Recreational Activities (Kolarctic ENPI), implementation between 2011 - 2014</li> </ul>	

<b>Co-financing</b>			
<b>Source</b>		<b>Amount</b>	<b>Percentage</b>
ERDF		425,293.70	65.00 %
Partner contribution		229,004.30	35.00 %
Partner total eligible budget		654,298.00	100.00 %
<b>Origin of partner contribution</b>			
<b>Source of contribution</b>	<b>Legal status of contribution</b>	<b>Amount</b>	<b>% of total partner budget</b>
ILKY	Public	68,701.29	10.50 %
Finnish National Co funding	Automatic Public	160,303.01	24.50 %
<b>Total</b>			
<b>Sub-total public contribution</b>		68,701.29	10.50 %
<b>Sub-total automatic public contribution</b>		160,303.01	24.50 %
<b>Sub-total private contribution</b>		0.00	0.00 %
<b>Total</b>		229,004.30	35.00 %
<b>State Aid</b>			
<b>State aid criteria self-check</b>			
Criterium I: Is the partner involved in economic activities through the project?			
1. Will the project applicant implement activities and/or offer goods/services for which a market exists?		No	
2. Are there project activities/goods/services that could have been undertaken by an operator with the view to making profit (even if this is not the applicant's intention)?		No	
Criterium II: Does the partner receive an undue advantage in the framework of the project?			
1. Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?		No	

**Criterion II: Does the partner receive an undue advantage in the framework of the project?**

**2. Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?**

No

**Result of State aid criteria self-check:**

No risk of state aid

**State aid relevant activities**

**GBER scheme/de minimis to be filled after approval**

<b>B.1 Project Partner 2</b>	
<b>Partner number</b>	2
<b>Partner role</b>	PP
<b>Name of the Organisation in original language</b>	Luonnonvarakeskus
<b>Name of the Organisation in English</b>	LUKE - NATURAL RESOURCES INSTITUTE FINLAND
<b>Organisation abbreviation</b>	LUKE
<b>Department / unit / division</b>	Organizational unit: Bioeconomy and environment Group: Rural studies, land use and natural resource governance
<b>Partner main address</b>	
<b>Country</b>	Suomi/Finland (FI)
<b>NUTS 2</b>	Pohjois- ja Itä-Suomi (FI1D)
<b>NUTS 3</b>	Lappi (FI1D7)
<b>Street, House number, Postal code, City</b>	Ounasjoentie 6 96200 Rovaniemi
<b>Homepage</b>	<a href="https://www.luke.fi/en">https://www.luke.fi/en</a>
<b>Address of department / unit / division (if applicable)</b>	
<b>Country</b>	
<b>NUTS 2</b>	
<b>NUTS 3</b>	
<b>Street, House number, Postal code, City</b>	
<b>Legal and financial information</b>	
<b>Type of partner</b>	National public authority
<b>Legal status</b>	Public
<b>VAT number (if applicable)</b>	FI02446292
<b>PIC (from EC Participant Register)</b>	934887262
<b>Contact</b>	
<b>Legal representative</b>	Director Jani Lehto
<b>Contact person</b>	Research Professor Seija Tuulentie

**Contact**

<b>Email</b>	seija.tuulentie@luke.fi
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**Motivation****Which of the organisation's thematic competences and experiences are relevant for the project?**

Luke's strategy strongly emphasizes rural development, and outdoor recreation and nature-based tourism research have been essential areas of the organization's activities. Luke has been leading the STIL project funded by the Interreg Nord programme concentrating on slow tourism and developing tour cycling routes to the northernmost parts of Finland, Sweden and Norway.

LUKE is a research organisation that builds sustainable futures and well-being from renewable natural resources. We create value and solutions to support national and regional development through research.

LUKE has several departments in Finland, and one of those is located in Rovaniemi, Lapland. In Lapland LUKE has a specific interest and expertise in tourism concerning benefitting from the natural resource and conditions, and it has specialised knowledge and expertise about the importance of tourism in Lapland and generally in the NPA regions.

**What is the role (contribution and main activities) of your organisation in the project?**

Our organisation is responsible for leading WP 1.2 and providing the applied analysis of the operational environment of biking tourism. Therefore we join the 2-3 periodical meetings organised by WP 1.1. Together with SUB regional partners, we will show the overall process aims to provide up-to-date information supporting the implementation of the follow-up action in WP 1. In addition, we will be joining the regional focus group work and supporting the performance of WP 1.3-1.4.

In addition, to leading the activity 1.2, we will also be responsible for planning and participating in actual ad- hoc think tank activities in Eastern Lapland together with LP in line with the SUB themes (entrepreneurial skills and business capacity building, cross-fertilisation and meaning of sustainability in the biking tourism etc.). We also support the project with our knowledge of sustainable tourism development for the SUB consortium.

**If applicable, describe the organisation's experience in participating in and/or managing EU co-financed projects or other international projects.**

## Motivation

LUKE has strong expertise in several national and international EU-funded projects.

Luke has been leading the STIL project (Interreg Nord), concentrating on slow tourism and developing tour cycling routes to the northernmost parts of Finland, Sweden and Norway. This project ended in September 2022, and as it was a relatively small pilot project, there is a solid motivation to continue with this work and widen in on the NPA.

Examples of transnational projects:

Global drivers, local consequences: Tools for global change adaptation and sustainable development of industrial and cultural Arctic hubs (ArcticHubs) 1.8.2020–31.12.2024 (Horizon 2020)

Building shared knowledge capital to support natural resource governance in the Northern periphery (BuSK), 1.3.2016–31.8.2019, Interreg NPA (2014-2020)

The establishment of the Lapland Centre of Excellence - Arctic Smartness RDI -Excellence, 2.4.2018–31.10.2021, (ERDF)

## Co-financing

Source	Amount	Percentage
ERDF	53,042.27	65.00 %
Partner contribution	28,561.23	35.00 %
Partner total eligible budget	81,603.50	100.00 %

## Origin of partner contribution

Source of contribution	Legal status of contribution	Amount	% of total partner budget
LUKE	Public	8,568.37	10.50 %
Finnish national co-funding	Automatic Public	19,992.86	24.50 %

## Total

Sub-total public contribution	8,568.37	10.50 %
Sub-total automatic public contribution	19,992.86	24.50 %
Sub-total private contribution	0.00	0.00 %
Total	28,561.23	35.00 %

## State Aid

**State aid criteria self-check**

Criterium I: Is the partner involved in economic activities through the project?

**1. Will the project applicant implement activities and/or offer goods/services for which a market exists?**

No

**2. Are there project activities/goods/services that could have been undertaken by an operator with the view to making profit (even if this is not the applicant's intention)?**

No

Criterium II: Does the partner receive an undue advantage in the framework of the project?

**1. Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?**

No

**2. Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?**

No

**Result of State aid criteria self-check:**

No risk of state aid

**State aid relevant activities****GBER scheme/de minimis to be filled after approval**

<b>B.1 Project Partner 3</b>	
<b>Partner number</b>	3
<b>Partner role</b>	PP
<b>Name of the Organisation in original language</b>	Samtök sveitarfélaga á Norðurlandi vestra
<b>Name of the Organisation in English</b>	Federation of Regional Authorities NW Iceland
<b>Organisation abbreviation</b>	SSNV
<b>Department / unit / division</b>	Business development
<b>Partner main address</b>	
<b>Country</b>	Ísland (IS)
<b>NUTS 2</b>	Ísland (IS00)
<b>NUTS 3</b>	Landsbyggð (IS002)
<b>Street, House number, Postal code, City</b>	Höfðabraut 6 530 Hvammstangi
<b>Homepage</b>	<a href="https://www.ssnv.is">https://www.ssnv.is</a>
<b>Address of department / unit / division (if applicable)</b>	
<b>Country</b>	Ísland (IS)
<b>NUTS 2</b>	Ísland (IS00)
<b>NUTS 3</b>	Landsbyggð (IS002)
<b>Street, House number, Postal code, City</b>	Faxatorg 1 550 Sauðárkrókur
<b>Legal and financial information</b>	
<b>Type of partner</b>	Local public authority
<b>Legal status</b>	Public
<b>VAT number (if applicable)</b>	---
<b>PIC (from EC Participant Register)</b>	888801689
<b>Contact</b>	
<b>Legal representative</b>	General Manager Mrs Katrín M. Guðjónsdóttir
<b>Contact person</b>	Business consultant Mr Davíð JÓHANNSSON



<b>Contact</b>	
<b>Email</b>	david@ssnv.is
<b>Telephone no.</b>	+3544194550
<b>Motivation</b>	
<b>Which of the organisation's thematic competences and experiences are relevant for the project?</b>	
<p>In its function as regional business development agency for a sparsely populated area, SSNV has been seeking and working on solutions/projects, which are suitable and can bring some new opportunities. Tourism plays a big role here and good cooperation is one of the key factors to establish more and better transparency and communication within the tourism sector but also with the municipalities and the nationwide existing business and support network. To underline this, SSNV facilitates the position of one business consultant, specialised on tourism issues. We are one of the bearers of the North Iceland DMO and a member of the Icelandic Tourism Cluster. This makes us well aware of the capabilities but also the needs in the whole regional and national tourism ecosystem. An ongoing procedure in our work is also the search for cooperation opportunities, product development and marketing issues, always aiming on how new steps can affect their operation and businesses in a positive way.</p>	
<b>What is the role (contribution and main activities) of your organisation in the project?</b>	
<p>Our role is to supervise the process of WP2. First by taking the results/findings of WP1 and implement them into clearly defined match plan. Secondly to catch up with the challenge how the supply structure in the regions driven by SME's can make the cycling tourism develop to a significant player, through well structured skill building programs. We will deliver certain expertise in international tourism marketing when it comes to finding best practice solutions for targeting the different market sectors and adjust their implementation to the project findings. The same way we will bring in our experience from our internal marketing activities within a region maintaining the interests of its subregions and communities brought into harmony with the residents. The focus is on solid data management and simplification in order to meet the requirements of SME's without resources for digitalization but needing solutions to make their business more efficient and increase the customer experience.</p>	
<b>If applicable, describe the organisation's experience in participating in and/or managing EU co-financed projects or other international projects.</b>	
<p>SSNV was a partner in the NPA project, Digi2Market finishing this year and is at the moment preparing for kick off in two projects from the last call. We have also been participating in projects funded by NORA, NORCE, NORDREGIO.</p> <p>Furthermore SSNV has since end of 2021 a secondment agreement with ITC (The Icelandic Tourism Cluster) for working on "TOURBIT", (Fostering digitalisation of European tourism SMEs) a COSME funded project. TOURBIT main objective is fostering skills and capacity and boosting the uptake of digitalisation and innovation, promoting resilient and competitive SMEs and spurring a faster transformation of the European tourism sector.</p>	

<b>Co-financing</b>			
<b>Source</b>		<b>Amount</b>	<b>Percentage</b>
ERDF_IS		134,167.80	65.00 %
Partner contribution		72,244.20	35.00 %
Partner total eligible budget		206,412.00	100.00 %
<b>Origin of partner contribution</b>			
<b>Source of contribution</b>	<b>Legal status of contribution</b>	<b>Amount</b>	<b>% of total partner budget</b>
SSNV	Public	72,244.20	35.00 %
<b>Total</b>			
<b>Sub-total public contribution</b>		72,244.20	35.00 %
<b>Sub-total automatic public contribution</b>		0.00	0.00 %
<b>Sub-total private contribution</b>		0.00	0.00 %
<b>Total</b>		72,244.20	35.00 %
<b>State Aid</b>			
<b>State aid criteria self-check</b>			
Criterium I: Is the partner involved in economic activities through the project?			
1. Will the project applicant implement activities and/or offer goods/services for which a market exists?		No	
2. Are there project activities/goods/services that could have been undertaken by an operator with the view to making profit (even if this is not the applicant's intention)?		No	
Criterium II: Does the partner receive an undue advantage in the framework of the project?			
1. Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?		No	

**Criterion II: Does the partner receive an undue advantage in the framework of the project?**

**2. Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?**

No

**Result of State aid criteria self-check:**

No risk of state aid

**State aid relevant activities**

**GBER scheme/de minimis to be filled after approval**

<b>B.1 Project Partner 4</b>	
<b>Partner number</b>	4
<b>Partner role</b>	PP
<b>Name of the Organisation in original language</b>	Visit Torshavn
<b>Name of the Organisation in English</b>	Visit Torshavn
<b>Organisation abbreviation</b>	VT
<b>Department / unit / division</b>	Not relevant
<b>Partner main address</b>	
<b>Country</b>	Faroe Islands (FO)
<b>NUTS 2</b>	Faroe Islands (FO00)
<b>NUTS 3</b>	Faroe Islands (FO000)
<b>Street, House number, Postal code, City</b>	Niels Finsensgøta 17 100 Torshavn
<b>Homepage</b>	www.visittorshavn.fo
<b>Address of department / unit / division (if applicable)</b>	
<b>Country</b>	
<b>NUTS 2</b>	
<b>NUTS 3</b>	
<b>Street, House number, Postal code, City</b>	
<b>Legal and financial information</b>	
<b>Type of partner</b>	Local public authority
<b>Legal status</b>	Public
<b>VAT number (if applicable)</b>	352675
<b>PIC (from EC Participant Register)</b>	
<b>Contact</b>	
<b>Legal representative</b>	Director, Ms Liljan Weihe
<b>Contact person</b>	Mrs. Carina Heinesen á Rógvu
<b>Email</b>	carinah@torshavn.fo

**Contact**

Telephone no.

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**Motivation****Which of the organisation's thematic competences and experiences are relevant for the project?**

Visit Torshavn is the local tourist information and DMO of the capital of the Faroe Islands. Every day, a lot of tourists and locals come by for information on travelling around the whole of Faroe Islands. They are advised on driving routes, running, walking, and more frequently also on cycling in the Faroes. Visit Tórshavn works closely with the local SMEs and among other things, arranges events as well as workshops to encourage sustainability among local actors

The SUB project's focus on SMEs and sustainable tourism works well together with our experience with small tourism businesses. Visit Torshavn has regular meetings with all kinds of stakeholders within the tourism, such as shops, tour companies, guides, hikers, farmers, municipality, city planning etc. We have had leading roles in writing tourism strategies all based on local contributions and especially on focus groups and interviews with stakeholders.

**What is the role (contribution and main activities) of your organisation in the project?**

Visit Torshavn works closely together with local tourism actors in the capital area as well as across the country. We will focus on the networking between SMEs and practical ways to grow sustainable biking tourism on national level as well as a transnational level. Based on acquired knowledge within the field, we aim to create new business opportunities as well as expand current services within the field – this will be done by close networking with SMEs and tourism actors.

We will contribute with establishing and strengthening already existing biking clusters - both regionally and transnationally. This will be done with online meetings as well as meeting face-to-face. Visit Torshavn will help facilitate upskilling workshops for tourism actors related to the cycling industry. A part of the upskilling process is to provide the vouchers and together with the other partners to arrange for a sensible distribution with the development of SMEs.

**If applicable, describe the organisation's experience in participating in and/or managing EU co-financed projects or other international projects.**

BUSK project <https://www.interreg-npa.eu/projects/online-map/locally-responsible-tourism/>. (NPA 2014-2020)

In the Faroe Island, the BuSK project developed guidelines for local municipalities on how to include local knowledge, participatory planning processes and tools to avoid conflicting land uses between tourism, aquaculture and fishing companies.

**Co-financing**

Source	Amount	Percentage
ERDF_FO	130,458.90	65.00 %
Partner contribution	70,247.10	35.00 %
Partner total eligible budget	200,706.00	100.00 %

<b>Origin of partner contribution</b>			
<b>Source of contribution</b>	<b>Legal status of contribution</b>	<b>Amount</b>	<b>% of total partner budget</b>
VT	Public	70,247.10	35.00 %
<b>Total</b>			
<b>Sub-total public contribution</b>		70,247.10	35.00 %
<b>Sub-total automatic public contribution</b>		0.00	0.00 %
<b>Sub-total private contribution</b>		0.00	0.00 %
<b>Total</b>		70,247.10	35.00 %
<b>State Aid</b>			
<b>State aid criteria self-check</b>			
Criterium I: Is the partner involved in economic activities through the project?			
1. Will the project applicant implement activities and/or offer goods/services for which a market exists?	No		
2. Are there project activities/goods/services that could have been undertaken by an operator with the view to making profit (even if this is not the applicant's intention)?	No		
Criterium II: Does the partner receive an undue advantage in the framework of the project?			
1. Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?	No		
2. Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?	No		
<b>Result of State aid criteria self-check:</b>	No risk of state aid		
<b>State aid relevant activities</b>			
<b>GBER scheme/de minimis to be filled after approval</b>			

<b>B.1 Project Partner 5</b>	
<b>Partner number</b>	5
<b>Partner role</b>	PP
<b>Name of the Organisation in original language</b>	Jämtland Härjedalen Tourism
<b>Name of the Organisation in English</b>	Jämtland Härjedalen Tourism
<b>Organisation abbreviation</b>	JHT
<b>Department / unit / division</b>	Not relevant
<b>Partner main address</b>	
<b>Country</b>	Sverige (SE)
<b>NUTS 2</b>	Mellersta Norrland (SE32)
<b>NUTS 3</b>	Jämtlands län (SE322)
<b>Street, House number, Postal code, City</b>	Rådhusgatan 44 831 34 Östersund
<b>Homepage</b>	<a href="https://jht.se">https://jht.se</a>
<b>Address of department / unit / division (if applicable)</b>	
<b>Country</b>	
<b>NUTS 2</b>	
<b>NUTS 3</b>	
<b>Street, House number, Postal code, City</b>	
<b>Legal and financial information</b>	
<b>Type of partner</b>	Infrastructure and (public) service provider
<b>Legal status</b>	Private
<b>VAT number (if applicable)</b>	SE769600768601
<b>PIC (from EC Participant Register)</b>	
<b>Contact</b>	
<b>Legal representative</b>	CEO, Mrs. Teres Gärdin
<b>Contact person</b>	CEO, Mrs. Teres Gärdin
<b>Email</b>	teres.gardin@jht.se

<b>Contact</b>	
Telephone no.	+46703091789
<b>Motivation</b>	
<b>Which of the organisation's thematic competences and experiences are relevant for the project?</b>	
<p>Jämtland Härjedalen Tourism (JHT) is a Cooperative Society established in 1995. It is the professional business platform developing and creating opportunities for the tourism industry in the Jämtland Härjedalen region. JHT is owned by 10 core destinations, 9 municipalities, JH region, some associations and public private entities. The JHT holders´ represents well society of the JH and there fore the JHT has wide social acceptance in the region. Tourism is one of the core industries in the region.</p> <p>JHT reports on the new trends in tourism in the region and provides coordinated education to its members on the development of a sustainable tourism sector. JHT has expertise in sustainable regional and local planning, engaging the regional stakeholders and local communities. JHT has experience advising and training the regional public and private organisations working in tourism-related industries to develop their product and service to deliver a high-quality customer experience. JHT</p>	
<b>What is the role (contribution and main activities) of your organisation in the project?</b>	
<p>JHT is responsible for co-leading the activities in WP1. In addition, the organisation is responsible for overseeing and guiding the work of Activity 1.5.</p> <p>JHT will focus on the interregional best practices model to perform sustainable biking tourism business in the project. Including examining and renewing the tools and methods to sustainably improve the operational efficiency of the entrepreneurs developing biking tourism. Including the need for investments and how to seek correct development funding tools. The process includes considering the interests of all the stakeholders &amp; sustainability factors. Because of this, we are also involved in co-leading activity 1.4. we see that this will support the best project outcome. JHT participates in implementing each WP following the project plan and supporting the sharing of information and the implementation of solid cooperation.</p>	
<b>If applicable, describe the organisation's experience in participating in and/or managing EU co-financed projects or other international projects.</b>	
<p>Interreg Sverige-Norge: International Competitiveness (2017-2022): project provides an opportunity to start looking at other markets and coordination gains via the Welcome! Together with Trøndelag, Norway and the project Meal Tourism via Visit Sweden, in which JHT participates.</p> <p>WELCOME! (2019-2021): In collaboration with Region JH, Trøndelag Fylkeskommune and Trøndelag Reiseliv. The project focuses on increased international attraction and competitiveness among companies in the hospitality industry to increase knowledge and availability, develop smarter cooperation and proactiveness.</p> <p>ERDF: Pre-study: Tomorrow's employees 2018 and tomorrow's employees 2.0 (2018-2022), The digital transformation 2019-2021, The visit service of the future in the Jämtland-Härjedalen (2017-2019), Industry organisation for sustainable scooter tourism (2018-2022)</p> <p>EAFRD: INDUSTRY ORGANIZATION FOR SUSTAINABLE SCOOTER TOURISM (2018-2022) and the visit service of the future in Jämtland- Härjedalen (2017-2019)</p>	



<b>Co-financing</b>			
<b>Source</b>		<b>Amount</b>	<b>Percentage</b>
ERDF		201,991.77	65.00 %
Partner contribution		108,764.81	35.00 %
Partner total eligible budget		310,756.58	100.00 %
<b>Origin of partner contribution</b>			
<b>Source of contribution</b>	<b>Legal status of contribution</b>	<b>Amount</b>	<b>% of total partner budget</b>
JHT	Private	108,764.81	35.00 %
<b>Total</b>			
<b>Sub-total public contribution</b>		0.00	0.00 %
<b>Sub-total automatic public contribution</b>		0.00	0.00 %
<b>Sub-total private contribution</b>		108,764.81	35.00 %
<b>Total</b>		108,764.81	35.00 %
<b>State Aid</b>			
<b>State aid criteria self-check</b>			
Criterium I: Is the partner involved in economic activities through the project?			
1. Will the project applicant implement activities and/or offer goods/services for which a market exists?		No	
2. Are there project activities/goods/services that could have been undertaken by an operator with the view to making profit (even if this is not the applicant's intention)?		No	
Criterium II: Does the partner receive an undue advantage in the framework of the project?			
1. Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?		No	

**Criterion II: Does the partner receive an undue advantage in the framework of the project?**

**2. Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?**

No

**Result of State aid criteria self-check:**

No risk of state aid

**State aid relevant activities**

**GBER scheme/de minimis to be filled after approval**

<b>B.1 Project Partner 6</b>	
<b>Partner number</b>	6
<b>Partner role</b>	PP
<b>Name of the Organisation in original language</b>	Donegal County Council
<b>Name of the Organisation in English</b>	Donegal County Council
<b>Organisation abbreviation</b>	DCC
<b>Department / unit / division</b>	Economic Development Unit
<b>Partner main address</b>	
<b>Country</b>	Éire/Ireland (IE)
<b>NUTS 2</b>	Northern and Western (IE04)
<b>NUTS 3</b>	Border (IE041)
<b>Street, House number, Postal code, City</b>	County House County House F93Y622 Lifford
<b>Homepage</b>	<a href="http://www.donegalcoco.ie">www.donegalcoco.ie</a>
<b>Address of department / unit / division (if applicable)</b>	
<b>Country</b>	
<b>NUTS 2</b>	
<b>NUTS 3</b>	
<b>Street, House number, Postal code, City</b>	
<b>Legal and financial information</b>	
<b>Type of partner</b>	Local public authority
<b>Legal status</b>	Public
<b>VAT number (if applicable)</b>	Local Government
<b>PIC (from EC Participant Register)</b>	950634630
<b>Contact</b>	
<b>Legal representative</b>	Mr Garry Martin
<b>Contact person</b>	Ms Catherine McLaughlin
<b>Email</b>	<a href="mailto:cmclaughlin@donegalcoco.ie">cmclaughlin@donegalcoco.ie</a>

**Contact**

Telephone no.

0879737490

**Motivation****Which of the organisation's thematic competences and experiences are relevant for the project?**

As a leading local authority working in the North West, a peripheral EU region in transition, Donegal County Council across its 6 directorates has significant experience in intervening with policies, initiatives and projects which address market failure where investment in private sector business activity is at a reduced rate compared to more urban locations resulting in increased market share in a number of business areas.

The Council's Economic Development Directorate, Tourism Unit and Local Enterprise Office have significant experience in day-to-day service provision and through EU projects in building capacity with Donegal Tourism CLG, a countywide Tourism Cluster.

'Donegal Tourism CLG' is responsible for marketing and development, rolling out campaigns, policies and projects to assist a regional tourism SME cluster, including recreation and outdoor enterprises to collaborate & increase their market share and ensure future sustainability

**What is the role (contribution and main activities) of your organisation in the project?**

DCC is the Work Package 3 lead and will deliver the following actions:

1. Coordinate an 'audit and map' exercise for regional tourism clusters to identify strengths and gaps in service provision
2. Upskill and build capacity for tourist enterprises through online meetings & workshops and sharing knowledge/ lessons learned
3. Establish a Transnational Biking Tourism Network to collaborate and create new business activity and sharing knowledge/ lessons learned
4. Design, Implement and Evaluate a voucher programme to assist SME's and Micro Enterprises to develop/expand their business activities in the area of biking tourism

**If applicable, describe the organisation's experience in participating in and/or managing EU co-financed projects or other international projects.**

**Motivation**

DCC is leading TrailGazers, a project examining the economic return on investment in walking and cycling infrastructure and in harnessing the economic spin off from trail users. It aims to create and sustain economic growth and jobs in the tourism sector by supporting a strong and resilient sustainable tourism cluster.

Donegal has partnered on Atlantic on bike a project focusing on working with the tourism cluster in developing the eurovelo route, including developing infrastructure and signage.

The North West Greenway Interreg capital project is a cross border initiative that is delivering 46.5kms of cross-border greenway infrastructure to support business and communities in rural areas.

WILDSEA Europe is a COSME project that delivered training and capacity building support to the marine tourism cluster in Donegal.

CAPITEN project provided funding for festivals and events to support the tourism cluster.

**Co-financing**

Source	Amount	Percentage
ERDF	278,665.08	65.00 %
Partner contribution	150,050.44	35.00 %
Partner total eligible budget	428,715.52	100.00 %

**Origin of partner contribution**

Source of contribution	Legal status of contribution	Amount	% of total partner budget
DCC	Public	150,050.44	35.00 %

**Total**

Sub-total public contribution	150,050.44	35.00 %
Sub-total automatic public contribution	0.00	0.00 %
Sub-total private contribution	0.00	0.00 %
<b>Total</b>	<b>150,050.44</b>	<b>35.00 %</b>

**State Aid****State aid criteria self-check**

Criterion I: Is the partner involved in economic activities through the project?

1. Will the project applicant implement activities and/or offer goods/services for which a market exists?

No

<b>State aid criteria self-check</b>	
Criterium I: Is the partner involved in economic activities through the project?	
2. Are there project activities/goods/services that could have been undertaken by an operator with the view to making profit (even if this is not the applicant's intention)?	No
Criterium II: Does the partner receive an undue advantage in the framework of the project?	
1. Does the project applicant plan to carry out the economic activities on its own i.e. not to select an external service provider via public procurement procedures for example?	No
2. Will the project applicant, any other operator not included in the project as a project partner or the target audience gain any benefits from its project economic activities, not received in the normal course of business (i.e. not received in the absence of funding granted through the project)?	No
<b>Result of State aid criteria self-check:</b>	No risk of state aid
<b>State aid relevant activities</b>	
<b>GBER scheme/de minimis to be filled after approval</b>	

## Associated organisations

Number	Status	Name of the Organisation in original language	Partner to which the organisation is associated to
1	Active	Rent a Bike	VT
2	Active	Rural Area Partnership in Derry :Ltd	ILKY
3	Active	Markaðsstofa Norðurlands	SSNV
4	Active	The Highlands and Islands Transport Partnership (HITRANS)	ILKY
5	Active	Lough Neagh Partnership Ltd	ILKY
6	Active	Visit Pyhä-Luosto ry	ILKY
7	Active	Matkalle Sallaan ry	ILKY
8	Active	Kemijärven Matkailu ry	ILKY

Rent a Bike A01	
Partner number	PP4
Name of the Organisation in original language	Rent a Bike
Name of the Organisation in English	Rent a Bike
Country	Faroe Islands (FO)
NUTS 2	Faroe Islands (FO00)
NUTS 3	Faroe Islands (FO000)
Street, House number, Postal code, City	Sverrisgøta 20 100 Torshavn
Legal representative	Ms Berit Unn Petersen
Contact person	Ms Berit Unn Petersen
Email	rentabike@rentabike.fo
Telephone no.	+298270600

## Rent a Bike A01

### Partner role

Rent a Bike started their business in 2018. The couple, Barta and Berit, are both bike enthusiasts and had the aim of providing enjoyable and memorable bike experiences for tourists visiting the Faroe Islands. Rent a Bike is still today the only bike rental and have since expanded to selling bikes and scooters as well as hiring a cycle trained mechanic to repair bikes. Rent a Bike is a microcompany. Their role in the SUB project is primarily to share their knowledge within the field as a microcompany as well as a tour provider. Visit Torshavn and Rent a Bike already work closely together before this project. Their homepage is also a go-to, when cyclists in the Faroes and tourists want to get practical information on travelling in the Faroe Islands. Rent a Bike also frequently cooperates with the national tourist board, Visit Faroe Islands, as the only experts in cycling tourism, which works very well together with the sustainable national tourism strategy. In order to achieve the specific objectives of the project, Rent a Bike will be essential in advising the group on the needs of SMEs and microcompanies. They will help facilitate onsite meetings and also travel to some of the partner meetings, when it makes sense in relation to the workpackage.



Rural Area Partnership in Derry :Ltd A02	
<b>Partner number</b>	LP1
<b>Name of the Organisation in original language</b>	Rural Area Partnership in Derry :Ltd
<b>Name of the Organisation in English</b>	Rural Area Partnership in Derry Ltd
<b>Country</b>	United Kingdom (UK)
<b>NUTS 2</b>	Northern Ireland (UKN0)
<b>NUTS 3</b>	Derry City and Strabane (UKN0A)
<b>Street, House number, Postal code, City</b>	Foreglen Road 2 BT47 3TP Killaloo
<b>Legal representative</b>	Mr Jim McColgan
<b>Contact person</b>	Mr Philip O'Kane
<b>Email</b>	philip@rapidni.com
<b>Telephone no.</b>	00442871337149

## Rural Area Partnership in Derry :Ltd A02

### Partner role

RAPID is a rural development network based in the Derry City & Strabane District Council Area of Northern Ireland core funded by the local government authority of Derry City & Strabane District Council and the regional government Department for Agriculture, Environment & Rural Affairs. Despite being outside the NPA programme area RAPID are included as an Associate Partner in the SUB project due to their experience of managing EU funding and their extensive experience of working with rural SMEs and developing tourism projects. RAPID have previously delivered on a number of tourism support projects including a £2m scheme in the Faughan Valley of Northern Ireland and are currently a partner in the INTERREG Europe RAMSAT project which seeks to promote sustainable tourism in remote and mountainous areas. RAPID has extensive experience of the administration and management of EU funds having delivered LEADER II, LEADER+, EU PEACE II & EU PEACE III & PEACE IV Programmes. RAPID have also been involved in trans-national programmes such as INTERREG III, INTERREG IV. INTERREG VB & INTERREG VC RAPID will be a partner associated with project lead partner, The Local Federation of East Lapland, and will be involved in the project in an advisory capacity but also in terms of dissemination of the results of the project throughout their trans-national contact network in order to get as wide communication of the project results as possible.

Markaðsstofa Norðurlands A03	
Partner number	PP3
Name of the Organisation in original language	Markaðsstofa Norðurlands
Name of the Organisation in English	Visit North Iceland
Country	Ísland (IS)
NUTS 2	Ísland (IS00)
NUTS 3	Landsbyggð (IS002)
Street, House number, Postal code, City	Hafnarstræti 91 600 Akureyri
Legal representative	Mrs Arnheiður Jóhannsdóttir
Contact person	Mrs Arnheiður Jóhannsdóttir
Email	arnheidur@nordurland.is
Telephone no.	+3544623300
Partner role	Organization's role in this project is to deliver the information to the SMEs in the area. It also participates to planning and developing the bicycle tourism in the area. The organization is also doing the marketing of bicycle tourism by its own channels.

The Highlands and Islands Transport Partnership (HITRANS) A04	
<b>Partner number</b>	LP1
<b>Name of the Organisation in original language</b>	The Highlands and Islands Transport Partnership (HITRANS)
<b>Name of the Organisation in English</b>	The Highlands and Islands Transport Partnership
<b>Country</b>	United Kingdom of Great Britain and Northern Ireland (the) (GB)
<b>NUTS 2</b>	United Kingdom of Great Britain and Northern Ireland (the) (GB00)
<b>NUTS 3</b>	United Kingdom of Great Britain and Northern Ireland (the) (GB000)
<b>Street, House number, Postal code, City</b>	Ardross Terrace 7 IV3 5NQ Inverness
<b>Legal representative</b>	Partnership Director Mr. Ranald Robertson
<b>Contact person</b>	Mrs Jayne Golding
<b>Email</b>	jayne.golding@hitrans.org.uk
<b>Telephone no.</b>	+441463719002

## The Highlands and Islands Transport Partnership (HITRANS) A04

### Partner role

HITRANS is the statutory Regional Transport Partnership covering most of the Highlands and Islands (Highland Council; Moray Council; Orkney Islands Council; Comhairle nan Eilean Siar and parts of Argyll & Bute). HITRANS brings expertise in transport to, from and around the region, covering all forms of transport – bus, rail, sea, air, active travel & road – as well as governance, strategy development and policy delivery. HITRANS has a track-record of delivering initiatives which have made significant transport improvements. Interventions such as these have played a key role in delivering solutions that promote sustainable economic growth and development, social inclusion, address climate change, and contribute to the achievement of wider Community Planning and National Outcomes. HITRANS has extensive experience in European projects having been involved in a total of 12 projects as a Lead Partner and partner. These projects have been funded across Horizon 2020, Interreg North Sea Region, Interreg Northern Periphery & Arctic Area, Interreg SEUPB Cross Border, Smart Cities, and Interreg North West Europe. HITRANS also has experience in UKRI funded projects and other national funding programmes, including involvement in two Future Flight Challenge projects and the Scottish Government CivTech 5.0 Programme to deliver a smart, sustainable transport network for rural areas. Through EU, UK Government and Scottish Government funding, HITRANS has worked with several academic institutions and leading consultancies and networks across the UK and Europe. HITRANS will be a partner associated with project lead partner, The Local Federation of East Lapland, and will be involved in the project in an advisory capacity but also in terms of dissemination of the results of the project throughout their trans-national contact network in order to get as wide communication of the project results as possible.

Lough Neagh Partnership Ltd A05	
<b>Partner number</b>	LP1
<b>Name of the Organisation in original language</b>	Lough Neagh Partnership Ltd
<b>Name of the Organisation in English</b>	Lough Neagh Partnership Ltd
<b>Country</b>	United Kingdom of Great Britain and Northern Ireland (the) (GB)
<b>NUTS 2</b>	United Kingdom of Great Britain and Northern Ireland (the) (GB00)
<b>NUTS 3</b>	United Kingdom of Great Britain and Northern Ireland (the) (GB000)
<b>Street, House number, Postal code, City</b>	Unit 3 The Marina Centre 135a Shore Road Unit 3 BT45 6JA Ballyronan
<b>Legal representative</b>	Mr Gerry Darby
<b>Contact person</b>	Mrs Eimear Kearney
<b>Email</b>	Eimear.kearney@loughneaghpartnership.org
<b>Telephone no.</b>	07894266576

## Lough Neagh Partnership Ltd A05

### Partner role

Lough Neagh Partnership Ltd (LNP) is an associate partner in the project with almost 20 years' experience in developing experiential tourism projects as well as conservation and protection of the local built, natural and cultural heritage. Lough Neagh Partnership has a remit to manage the Lough Shore cycle trail and has established a number of tourism clusters working closely with the public, private and voluntary sectors to develop sustainable tourism. Currently Lough Neagh Partnership are delivering a number of tourism related projects including Lough Neagh Tours and the Lough Neagh Artisans, managing clusters of local SME's & micro businesses and creating opportunities for them to link into the tourism industry whilst simultaneously delivering a marketing strategy for their benefit as well as that of the wider local economy around Lough Neagh. Lough Neagh Partnership has very good working relationships with key bodies in Northern Ireland including Sustrans who look after the national cycle network, Outdoor NI who market outdoor activities in Northern Ireland and Tourism Northern Ireland who are responsible for marketing of tourism in Northern Ireland. LNP works closely with the five local council economic development & tourism departments as well as the SME & micro tourism businesses in the region and other ancillary tourism providers. Lough Neagh Partnership has experience in previous NPA project, successfully delivering the communications work package on behalf of the project.

Visit Pyhä-Luosto ry A06	
<b>Partner number</b>	LP1
<b>Name of the Organisation in original language</b>	Visit Pyhä-Luosto ry
<b>Name of the Organisation in English</b>	Visit Pyhä-Luosto
<b>Country</b>	Suomi/Finland (FI)
<b>NUTS 2</b>	Pohjois- ja Itä-Suomi (FI1D)
<b>NUTS 3</b>	Lappi (FI1D7)
<b>Street, House number, Postal code, City</b>	Luontotie 1 98530 Pelkosenniemi
<b>Legal representative</b>	Mrs Anu Summanen
<b>Contact person</b>	Mrs Anu Summanen
<b>Email</b>	anu.summanen@pyha-luosto.fi
<b>Telephone no.</b>	+358408434173
<b>Partner role</b>	Visit Pyhä-Luosto's role in the project is to promote the cooperation of companies operating in the Pyhä-Luosto tourist area, to increase the national and international attractiveness and recognition of the area as a bicycle tourism area, and to monitor the common interests of the area's tourism companies and property owners. Through its own activities, Visit Pyhä-Luosto aims to promote the goals of the project in the development of bicycle tourism, which is in line with the Pyhä-Luosto strategy and the goals of international level regional plans.



<b>Matkalle Sallaan ry A07</b>	
<b>Partner number</b>	LP1
<b>Name of the Organisation in original language</b>	Matkalle Sallaan ry
<b>Name of the Organisation in English</b>	Matkalle Sallaan ry
<b>Country</b>	Suomi/Finland (FI)
<b>NUTS 2</b>	Pohjois- ja Itä-Suomi (FI1D)
<b>NUTS 3</b>	Lappi (FI1D7)
<b>Street, House number, Postal code, City</b>	Kuusamontie 61 D 6 98900 Salla
<b>Legal representative</b>	Mrs Paula Aspholm
<b>Contact person</b>	Mrs Paula Aspholm
<b>Email</b>	paula.aspholm@salla.fi
<b>Telephone no.</b>	+358400159022
<b>Partner role</b>	Matkalle Sallaan ry is DMO and its role in this project is to deliver the information to the SMEs in the Salla area. It also participates to planning and developing the bicycle tourism in Salla. Matkalle Sallaan ry is also doing the marketing of bicycle tourism by its own channels and its goal is also to develop the sustainability and year round tourism in Salla.

Kemijärven Matkailu ry A08	
Partner number	LP1
Name of the Organisation in original language	Kemijärven Matkailu ry
Name of the Organisation in English	Tourism Association of Kemijärvi
Country	Suomi/Finland (FI)
NUTS 2	Pohjois- ja Itä-Suomi (FI1D)
NUTS 3	Lappi (FI1D7)
Street, House number, Postal code, City	Kuumaniemenkatu 2 A 98100 Kemijärvi
Legal representative	Mr Timo Särkinen
Contact person	Mrs Ann-Christine Lampela
Email	ann-christine.lampela@kemijarvi.fi
Telephone no.	+358408254997
Partner role	<p>Kemijärven Matkailu ry is DMO and its role in this project is to deliver the information to the SMEs in the Kemijärvi area. It also participates to planning and developing the bicycle tourism in Kemijärvi.</p> <p>Kemijärven Matkailu ry is also doing the marketing of bicycle tourism by its own channels and its goal is also to develop the sustainability and year round tourism in Kemijärvi.</p>

# C - Project description

## C.1 Project overall objective

Programme priority specific objective chosen in section A.1.

1.3: Enhancing sustainable growth and competitiveness of SMEs and job creation in SMEs, including by productive investments

### Project overall objective

Please define the overall objective of the project. Make sure that it clearly contributes to the selected programme specific objective and falls within the scope of the action(s) supported inside the programme's objective.

The overall objective should:

- be realistically achievable by the end of the project, or shortly after;
- describe the broader goal of the project for the benefit of its target group(s), pointing to the results (change) to be achieved;
- be measurable.

SUB project aims to transfer and develop entrepreneurial skills and new sustainable business models in biking tourism in collaboration with micro-and SMEs. It is supported by the shared expertise and learnings of tourism innovation ecosystem actors' interregional networking. SUB will also develop the concepts for clustering encouraging micro-and SMEs to grow sustainably, connecting entrepreneurial capacities across regions, and adapting marketing models for a greater market reach.

## C.2 Project relevance and context

### C.2.1 What are the common territorial challenge(s) or joint asset(s) that will be addressed by the project?

Referring to the challenges and opportunities identified in the Interreg NPA Cooperation Programme document, please describe which ones are going to be addressed by your project and why.

SUB partners represent NPA regions that recognise the emerging potential of biking tourism, supporting the regional and local communities to sustain it. Biking tourism contributes to building economic diversification and resilience, crucial elements in the partnering NPA regions. SUB partners, together with their stakeholders, share three common NPA territorial challenges:

- in more remote areas, labour markets are more restricted, and limited opportunities for further education,
- a lack of venture capital for very sparsely populated areas with the fragility of the innovation system is causing the often reliance on individuals rather than organisations and a corresponding lack of capacity within micro and SMEs,
- over-reliance on single sectors and the vulnerability of primary industries to shifts in global demand and markets – lack of secondary and tertiary sectors, innovation capacity, digital capacity/use of digital solutions, advanced partnerships etc.

NPA area's abundant natural resources and high-quality physical environments provide several possibilities for the local economies to grow. Tourism is one of the key sectors across the NPA area and is based on the sustainable use of natural resources and conditions. The tourism industry continuously evolves with new customer products and services, such as biking tourism. In addition, tourism is often essential in breaking the tendency of declining economies of NPA regions and local communities suffering from depopulation and negative demographic changes. Furthermore, due to Covid, tourism sector has suffered as an employee, especially among the youth, and therefore it is important to bring out the sector's opportunities.

Supporting the sustainable economic growth of the local micro and SMEs will play a pivotal role in achieving development goals and increasing regional employment figures. In the future, tourism is playing an even more critical role as a source of livelihood for the population in the NPA regions and boosts the regional economies. Biking tourism is very much based on the natural surroundings; therefore, it will be crucial to focus on sustainability and the green transition challenges and opportunities. Engaging local communities to develop a dialogue about the sustainability factors and solutions to develop biking tourism is essential.

Biking tourism is an emerging sector in the tourism industry. It can play a crucial role in developing year-round tourism, opening possibilities for solid employability. That is an essential factor while attracting and recruiting personnel. That will also increase firms' capacity to innovate in offering new products and services. As a result, they could play a vital role in the local economy in expanding market opportunities. Developing the collaboration between the firms in the biking value chains and value chain will increase the competition and provide good practices for encouraging broader innovation among local entrepreneurs. A key aspect of emerging strength in the area is the increasing use of e-technologies, innovative solutions and partnerships between private and community sectors that continue to be necessary to deliver high-quality services to remote communities.

The lack of digital capacity/use of digital solutions is a common challenge in the NPA partner regions. Therefore, fostering tourism firms with innovation and the digital transition is more important than ever before. This also enhances sector's attractiveness and new possibilities for

business development, especially among the youth. Knowledge of digital applications and solutions is vital for any firm to grow and can have enormous potential to overcome some of the challenges faced by the micro and SMEs in biking tourism in the NPA regions.

Furthermore, one of the common challenges is the lack of innovation capacity. The need to upgrade the business models of micro and SMEs in tourism is a shared need in the SUB regions. The future of the tourism industry, not only biking tourism, depends on the availability of skilled labour. At the same time, when the focus is on overall capacity building and development, actions to make the industry attractive among young generations and students. They often come with digital skills, sustainability awareness, and innovative entrepreneurial ideas. Matching these with the needs of the industry will also support long-term planning.

### **C.2.2 How does the project approach the identified common challenges and/or opportunities and what is new about the approach the project takes?**

Please describe the project approach chosen to address the challenges and opportunities described in C.2.1. Please also explain how the approach goes beyond existing practice in the sector, programme area, and participating countries, demonstrating the innovativeness of the approach.

SUB project aims to increase economic variety by modernising and diversifying existing tourism businesses by focusing on emerging biking tourism. The project will enhance the entrepreneurial capacity to develop and adapt sustainable business models in the SUB regions. In addition, SUB provides an opportunity for the delivery of change in terms of cross-sectoral and partnership approaches to biking tourism (BT) on an interregional basis. In collaboration with the rural communities and statutory agencies, the micro and SMEs will play a more central role in developing sustainable tourism and contributing to broader economic diversity within peripheral regions. During the project, partners will explore, pilot, and test the marketplace possibilities and practical solutions toward increased innovation within the growing biking sector in the SUB regions. These steps are carried out by applying the co-creation approaches and engaging relevant target groups to become part of the regional focus groups. The process also includes interregional knowledge exchange providing the opportunity to learn from others and translate learning to its own situation.

By improving sustainable tourism expertise that uses the natural environment, SUB will generate positive synergies for the conservation and development of areas while also enhancing the competitiveness of micro and SMEs. It is also essential to consider the social acceptance of local communities. Therefore, SUB will promote the revitalisation of peripheral rural areas by raising awareness of the developing BT sector in the SUB regions and encouraging sustainable tourism development where local micro and SMEs are drivers. The development of real-life exchange with education providers and inviting the student representative to the focus group work will bring latest knowledge capacity benefitting also the industry. Joint addressing and solving the challenges recognised by the SUB and arising from the conditions of the low population density and low accessibility provides the ground for real co-creation. SUB will be executed through a 3-phase approach providing the basis for the SUB-project- specific objectives and work packages:

- To examine and renew the tools and methods to sustainably improve the operational efficiency of the entrepreneurs developing biking tourism. That is done by combining the interests of target groups & sustainability factors. That is supported by the WP 1: Transnational best practices model to perform sustainable biking tourism business within the NPA regions.
- To develop and implement a SUB exchange of experiences capacity building scheme. The aim is to enable participating micro and SMEs to develop entrepreneurial skills, improve business knowledge and use digital solutions to increase their market reach. That is supported by WP 2: Capacity building in SUB's entrepreneurial skills and business models.

- To develop and transfer the SUB transnational collaboration networks to strengthen micro and SMEs clustering with other innovation ecosystem actors to improve business connections and expand a greater market reach. That is supported by WP 3: Network and Clustering for Sustainable Arctic and Peripheral biking.

SUB starts with analysing the NPA sustainable biking operational environment by conducting a targeted analysis of sector-specific needs in entrepreneurial, business and digitalisation capacity building, clustering development, and applying the sustainability factors. SUB's "ad hoc think tank method" uses rapid participatory analysis practices to support the delivery of the SUB WPs' activities and collaborative learning approach.

The approach of SUB is to develop an efficient and easy adapt process for the capacity building of micro and SMEs by improving entrepreneurship with skills in business management and digital marketing knowledge. Understanding the importance of the transition to a more sustainable business is essentially being in the future the major competitiveness factor attracting customers. Therefore, SUB will help identify ways to stimulate the development of new business and business models, enhance biking tourism development, create new business opportunities, extend service categories to reach new customer segments and create added value for existing ones. To support this, SUB will implement a peer-to-peer program to help with overall capacity building to run and develop the business. That is complemented by the dedicated voucher scheme to upskill and capacity building through expert assistance. That will allow micro and SMEs in biking tourism to practice the lessons learned from the peer-to-peer program.

Companies need backup in their daily operations. Therefore, the involvement of the region's specific target groups in the focus groups will be essential. These regional focus groups will become meeting points and platforms for the relevant actors from the regional tourism innovation ecosystem to co-create.

### **C.2.3 Why is transnational cooperation needed to achieve the project's objectives and result?**

Please explain why the project objectives cannot be efficiently reached acting only on a national/regional /local level and describe what is the added value for the partnership and the project area in taking a transnational cooperation approach.

Although not an entirely new sector, sustainable biking tourism (BT) in the Arctic and Peripheral areas is developing fast with recent trends, user groups, and innovations. BT involves different service providers and is highly impacted by the type of biking tourists entering the regions.

SUB project brings together actors across the NPA area with several common territorial challenges, different maturity levels and expertise on the distinct types of biking tourists and services in BT. Moreover, the consortium has a wide variety of partner types, partner areas, and target groups. Therefore, the combination is expected to provide a wide variety of novel solutions and good practices to be adapted in respective regions via a transnational approach.

Through transnational cooperation, the SUB project enhances the entrepreneurial climate of the NPA area in sustainable BT by facilitating the analysis (ad hoc think tank reports) of the operational environment and, based on the analysis producing joint conclusions. SUB project facilitates the transfer, development and implementation of best practices throughout the service chain of sustainable BT.

In the SUB project, transnational cooperation takes place at different levels. The business support

organisations and actors engage in capacity building by learning from versatile NPA regions with the same operational environments. This supports the development of a sustainable BT operating environment after the good practices are passed on to local and regional decision-makers. Conversely, micro and SMEs find innovative solutions through transnational learning. After BT is an emerging sector and there are only a few actors regionally, the collaboration to create networks between existing micro and SMEs is crucial.

Each SUB partner region has different government policies enabling specific initiatives to be lobbied for and adopted across partner regions. Furthermore, the SUB project will support the local decision-makers and organisations to share the best practices with other regions with the same challenges. At the local level, the shared best practices will include the social perspective on increasing BT's social acceptance and attractiveness in the area.

As mentioned before, BT is a rapidly growing market, and the SUB project will help the partner regions to keep up with the BT market and fast-track partners into a competitive and innovative market.

Transnational cooperation is the best way to support the knowledge sharing and development of the BT sector. SUB project partners have different maturity levels in BT. The partners with less developed BT industry can learn from more experienced partner regions. Each partnering region recognises the gaps in the BT service chain, and by transnational cooperation, the partnering regions may find the best practices to solve these gaps.

The transnational collaboration will offer the NPA regions' business developers to learn new ways to make things more concrete than before. By learning from others, the NPA partners can provide similar guidance for companies in the areas. This will also make it easier for micro and SME companies to market and sell their services transnationally. Most biking tourists will travel across different regions, so a common approach will make the user experience more seamless.

The seasonality of tourism varies in the partnering regions. Because of the seasonality, the micro and SMEs are facing the challenge of keeping experienced workers if there is work available only for winter or summer. However, the partnering regions recognise the possibilities of BT in developing year-round tourism, and through SUB, the partnering regions support the development of low-season businesses. Furthermore, after the SUB project endorses the networking of micro and SMEs in BT, the actors may find innovative solutions to solve the loss of experienced workers through staff exchange programs, for example.

Mutual learning practices aim to increase the skills and capacity of the micro and SMEs in BT. In addition, the cooperation across SUB regions is the source of inspiration for new thinking, introducing new methods of sustainable business operation.

The project needs to involve as wide a variety of SMEs within the network and clustering as possible, which requires transnational cooperation. The type of BT experiences varies across the NPA regions. So, we need to develop the networks on a transnational basis to incorporate this wide range of BT providers and existing knowledge in the sector to broaden the project outcomes. This cannot be achieved cross-border as it requires transnational cooperation.

It should be noted, too, that the consortium for SUB is already a visible NPA network initiative with the capacity to promote sustainable BT with joint effort. Furthermore, this project will offer the possibility of contributing as a group to more significant Nordic/European projects in the future.

### C.2.4 Who will benefit from your project outputs?

Please select the relevant target groups from the drop-down list. For each of them, please provide a more detailed specification and explain how they will benefit from your project outputs and results. Please ensure consistency with the target groups addressed in the activities (section C.4).

Target Group	Specification
SME	Micro and SME tourism companies specialising in biking tourism are the direct beneficiaries of the SUB actions: gaining increased entrepreneurial, business management and digital marketing skills, improved capacity to develop customer-specific tourism products & services, adopting sustainable business models supporting the growth, year-around business and growing collaboration with other entrepreneurs involved in SUB. They will also benefit from SUB vouchers and peer-to-peer schemes.
Business support organisation	Each SUB partner will invite core support services organisations to join the regional focus group or/and to become a potential regional expert. These are e.g. House of Lapland, Iceland Tourism Cluster, entrepreneurial houses in the Faroe Islands, PeakInnovation in JH, Donegal Tourism CLG Cluster and Visit organisations in SUB regions. Members of the focus group will be able to contribute to the SUB deliverables and benefit from those. They are playing a core role in the WP 3 implementation.
Sectoral agency	Relevant to the tourism industry plays a vital role in the sector's overall development. Differing by region, the roles vary considerably from general monitoring of industry activities, land use planning, environmental impacts, funding or business development, etc. Inviting relevant representatives to the focus group work, regional experts or consulting in focus group work will be necessary. SUB project will provide them with case-specific information and support transnational networking.
Local public authority	Enabling biking tourism to grow through the statutory responsibilities. In addition, they also play a crucial role in local business development and, in some SUB regions, are the voice of the local communities. They will also be invited to join the focus group work and will be consulted. SUB think thank report and regional masterplan will support the decision-making to consider the BT industry development. The SUB interregional events will provide possibilities for benchmarking.
Regional public authority	Responsible for sustainable regional development and implementing strategies for sustainable growth, smart specialisation and providing funding. In addition, they also play a crucial role in regional business development. They will also be invited to join the focus group work and will be consulted. All SUB deliverables will provide added value to their work. The SUB interregional events will offer possibilities for exchanging experiences and providing new insight into daily work.



Target Group	Specification
Other	Some SUB regions have cycling/tourism service providers such as biking clubs and leader groups, village (local community), and regional associations /NGOs, whose value and expertise are not always recognised, particularly when operating in the local communities. As part of activity 1.2, these will be mapped, and information will be used to develop focus group work and invited to join. Focus group work will provide possibilities to increase the development of BT locally and with local voices.
Other	Collaboration with the regional education providers at all levels is core in while developing the future of the BT in SUB regions. Their representatives joining in the focus group work are essential. Not only to have staff but particularly to engage the students in SUB actions. The SUB project wants to develop a collaboration model with education providers and students to join the SUB activities. That could be one topic for the exchange of experiences and learnings and inspiring new openings.
General public	Engaging the local communities in BT development will increase the social acceptance of BT. In the long term, the development of BT will also increase the vitality of the fragile arctic and peripheral regions and create year-round jobs. Relevant local communities in SUB regions will be invited to join. That will also include the case of the Saami community when necessary (only in JH).
Higher education and research organisations	Universities and colleges, research institutes will benefit from the content of the SUB think thank report produced in the project and developed collaboration models. Region relevant organisations will be invited to join the focus group work. In this position they will be invited to join the transnational and regional meetings. Staff will have possibility to apply expert position. It is hoped that the project will inspire development of synergic projects in collaboration.

### C.2.5 How does the project contribute to wider strategies and policies?

Please select to which strategies and policies your project will contribute and briefly describe in what way.

Strategy	Contribution
Territorial Agenda 2030 Strategy	SUB will promote territorial cohesion through transnational knowledge transfer and best practice sharing focusing on joint working groups across tourism stakeholders to implement new transnational tools.
European Green Deal Strategy	European tourism companies are required to implement sustainability into their businesses under the European Green Deal legislation. This is based on Sustainable tourism is defined formally by the UN Environment Programme and the UN World Tourism Organisation. SUB aims to support the local tourism industry to develop sustainable biking tourism according to the above

Strategy	Contribution
A stronger EU engagement for a peaceful, sustainable and prosperous Arctic Strategy	The SUB project will implement in practice the Arctic policy aims to stimulate an innovative green transition and showcase future-compatible job creation in innovative sectors, such as sustainable tourism to support the development of resilient rural areas. SUB will contribute to stronger EU engagement for a sustainable and prosperous Arctic through supporting sustainable biking tourism development to the benefit of Arctic communities.
Other Strategy	EU Industrial policy EU Industrial Strategy highlights the need to accelerate the green transition of the EU industry. Policy highlights 14 industrial ecosystems, tourism being one of those. The focus is on supporting the green and digital transition of the tourism industry. SUB will support the partnering regions to strengthen regional ecosystems' capacity to be an active part of the European tourism ecosystem.
Other Strategy	Sweden Strategy for Sustainable Development Goals 2045 and JH regional strategy SUB project will develop sustainable tourism in remote areas through protecting the landscape and the environment by promoting sustainable models of development which will lead to economic regeneration and job creation in a way that will not be harmful to the environment. SUB project promotes the Swedish 'green model' of integrating business and sustainability.
Other Strategy	Ireland Economic Recovery Plan 2021 SUB will complement the economic recovery plan through job creation, strengthening the SME and micro enterprise sectors to be more resilient and providing new tools for the creation of new models of sustainable tourism development.
Other Strategy	Icelandic Government Fiscal Plan 2022 - 2026 SUB will contribute by creating new job opportunities, investment in SMEs, developing new tourism markets and increasing economic prosperity as part of the recovery from the Covid pandemic
Other Strategy	Faroe Islands A Sustainable Tourism Development Strategy towards 2025 Visit Faroe Islands' new tourism strategy is designed to preserve and evolve the nation's distinct nature and culture and to help the tourism industry grow in a responsible and sustainable manner into the next decade. SUB will complement these aims by developing new markets for sustainable tourism
Other Strategy	Ireland Tourism Development & Innovation. A Strategy for Investment 2022. The investment strategy is designed to promote economic wellbeing and recovery through expansion of tourism markets. SUB will contribute to this by helping to create new products and services within the sustainable tourism industry.

Strategy	Contribution
Other Strategy	Tourism Strategy for Tórshavn Municipality 2022-2026. Focus on sustainable tourism and green solutions. The small tourism actors are set to play a key role in a sustainable and authentic Faroese experience. SUB will contribute by including micro and SMEs in the projects. The strategy is also to make better signage, maps and condition for runners and people on bikes and that is also a motivation for working on the SUB project
Other Strategy	Lapland Tourism Strategy for 2020-2023, Lapland Agreement for 2022-2025 and new Lapland S3 2023-2025 emphasise the smart, sustainable growth of the tourism sector as tourism is one of the leading industries in the region. The focus of the strategies is to develop sustainable year-round tourism. SUB will contribute to these strategies by providing business opportunities in the field of sustainable biking tourism and providing data for actors at different levels to support knowledge management.
Other Strategy	In Jämtland Härjedalen, the SUB project will contribute as a source of inspiration and to directing the regional actions about the tourism industry by following: World Class social development through innovation – Innovative JÄMTLAND HÄRJEDALEN 2025, The smart specialisation program of Jämtland Härjedalen 2021-2027, Regional strategy - Jämtland Härjedalen 2030 Innovative and attractive regional development strategy, Strategy 2030 for the Tourism industry in Jämtland Härjedalen

**C.2.6 Which synergies with past or current EU and other projects or initiatives will the project make use of? How will your project make use of synergies with other Interreg projects (especially from other transnational and Arctic Cooperation programmes), and other EU, international or local initiatives (e.g. Horizon, Nora, national/regional programmes, etc)?**

Project or Initiative	Synergy
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Project or Initiative	Synergy
<p data-bbox="129 277 938 349">The Arctic Bikepacking Trail II, A77601, <a href="https://www.eura2014.fi/rrtiepa/projekti.php?projektivuorokoodi=A77601">https://www.eura2014.fi/rrtiepa/projekti.php?projektivuorokoodi=A77601</a></p> <p data-bbox="129 389 1007 869">The Arctic Bikepacking Trail II project is a direct continuation of The Arctic Bikepacking Trail route development project. The project publishes the planned route on its own website, markets it to the most important target groups in Finland and abroad, develops the most important services as a business cooperation to ensure a high-quality tourism experience and develops the route more widely and so that tourists can enter Lapland efficiently by public transport. In addition, the project will test a winter and electric cycling route, the experiences of which can be utilized extensively in the diverse development of cycling tourism in the Lapland region and throughout Finland. The project will also create initial demand for bikepacking tourism in the Lapland region through sporting conditions, services, business expertise and marketing communications.</p> <p data-bbox="129 981 952 1052">Country/Area: Finland (East Lapland), biking routes include route information also from North Norway.</p>	<p data-bbox="1023 241 1442 645">The Arctic Bikepacking Trail I &amp; II are funded by the European Union Regional Development Fund (ERDF). The SUB project utilizes data and knowledge from these projects for WP1's Fact Sheets and Masterplan. Also, the Project Manager of these projects has been engaged to the SUB project planning.</p>
<p data-bbox="129 1128 970 1200">Slow travel in northern rural landscapes - routes for leisure biking - STIL</p> <p data-bbox="129 1240 628 1267"><a href="https://www.luke.fi/en/projects/stil-01">https://www.luke.fi/en/projects/stil-01</a></p> <p data-bbox="129 1352 1002 1751">The project aims, firstly, at 1) mapping the suitable routes for cycling with the possibility to short hikes. At the first stage the focus will be on biking routes. Suitability of the route is related to the characteristics of roads (not too busy), to the supply of accommodation, shops and restaurants at appropriate intervals and the interests and enthusiasm of the entrepreneurs along the route. Thus, workshops and training of cyclists' needs will be provided to the entrepreneurs. Secondly, the task is 2) to create a network of businesses on the routes and, thirdly, to make 3) the ground work for connecting to already established and easily discoverable websites and to make plans for other marketing actions of the routes.</p>	<p data-bbox="1023 1128 1437 1639">Slow travel in Northern Rural Landscape Routes for Leisure Biking was funded by EU Interreg Nord 2014-2020. The SUB project utilizes data and knowledge from STIL project for WP1's Fact Sheets and Masterplan but also for WP2's transnational learning. The Lead Partner has participated to SUB project planning as Associated Partner in bridging project, and is part of the SUB project's consortium.</p>

Project or Initiative	Synergy
<p>Atlantic on Bike (funded by the INTERREG VB Atlantic Area Programme 2014-2020). <a href="https://atlanticarea.eu/project/32">https://atlanticarea.eu/project/32</a> . The AtlanticOnBike project aimed to achieve positive economic outcomes thanks to a transnational cycle tourism strategy based on natural and cultural assets to develop long distance European cycle routes. The project used biking tourism in order to generate economic benefits by increasing tourist visits, boosting local economies and creating new activities and new jobs in the tourism sector at territorial and transnational level.</p>	<p>Atlantic on Bike was funded by the EU Interreg VB Atlantic Area Programme 2014-2020. The SUB project will build upon and add value to previous transnational INTERREG biking tourism projects such as Atlantic on Bike. We have taken the learnings from these projects when developing the SUB project.</p>
<p>INTERREG Atlantic Area project which we have considered is the Trail Gazers project <a href="https://www.trailgazers.eu/">https://www.trailgazers.eu/</a> which aimed to revitalise, regenerate and re-imagine rural communities by developing a 'shared vision' for the future sustainable development of tourist trails. The project targeted both walking and cycling tourists and trails and led to the development of a future vision which is community led, evidence based and enshrined in the concept of slow tourism which rural communities can sustainably manage.</p>	<p>Trail Gazers was funded by EU Interreg Atlantic Area Programme 2014-2020. The SUB project will build upon and add value to previous INTERREG Atlantic Area project the Trail Gazers project. We have taken the learning from these projects when developing the SUB project.</p>
<p>TransTourism (Sustainable Transport in Rural Tourism Areas) funded under the INTERREG IVB Northern Periphery Programme (2007-2013) which looked at developing innovative, long term and sustainable solutions for transport services adapted to rural tourism areas in the Northern Periphery.</p>	<p>TransTourism was funded by EU Interreg IVB Northern Periphery Programme 2007-2013. After the mobility is big challenge in NPA areas, the knowledge and best practices from TransTourism project can be utilized especially in the WP1's regional Masterplans.</p>
<p>The BRANDTour project (Building Regional Actions for New Developments in Tourism) funded under the INTERREG Europe VB programme (2014-2020) which aimed to improve capacity to support tourism service provision through innovation and diversification of the tourism offering through providing better policy support for new customised tourism products that can satisfy emerging tourism target groups and markets.</p>	<p>The BRAND Tour project was funded by EU Interreg Europe VB Programme 2014-2020. After the biking tourism is emerging business in NPA areas, the SUB project can utilize and build on the results of the BRAND Tour project.</p>

Project or Initiative	Synergy
<p>The Busk project (Building Shared Knowledge). A project that focused on organising meetings with various tourism actors and stakeholders such as farmers, hikers and others. The goal was to develop guidelines on how to include local knowledge, participatory planning processes and tools to avoid conflicting land uses between tourism, aquaculture and fishing companies. These meetings were vital for creating practical solutions for a locally responsible tourism strategy.</p>	<p>The BUSK project was a NPA funded project working towards a more sustainable tourism. Its focus on working together with locals and including the local tourist information (Sandoy, Faroe Islands) and their contacts, can be further developed in the SUB project, where cooperation between various tourism actors and local will be of uttermost importance.</p>

### C.2.7 How does the project build on available knowledge?

Please describe the experiences/lessons learned that the project draws on, and other available knowledge the project builds on.

SUB is a partnership with complementary competencies and background in developing the tourism industry throughout the entire value chain. SUB partners have been involved in regional and international tourism-related projects. The core idea of the SUB is to build these experiences and to apply the lessons learned to the practical implementation of the activities in the SUB. The key lessons to share through transnational cooperation are already in the partnering regions, and the SUB is a gateway to enable learning and knowledge sharing. SUB deepens the available knowledge on linking the organisation's external and internal operating environment.

SUB project activities follow the collaborative learning approach and are supported by external expertise. By exchanging experience, good practices, and relevant, transferring innovative or new approaches, SUB partners work together to identify new solutions to their regional challenges and integrate them during and after the project

### C.3 Project partnership

What is the rationale of the partnership composition and how are partners complementary to each other? Please describe the structure of your partnership and why the involved partners are needed to implement the project and to achieve the project objectives.

The SUB represents 3 NPA zones and 5 regions, Finland, Sweden, Iceland, the Faroe Islands & Ireland, complemented with the Associates Scotland & N. Ireland and partner regions. The partners bring a blend of practitioners, policymakers, statutory agencies and research agencies together to develop an approach which offers the opportunity for shared learning and knowledge transfer. The wide-ranging partnership engages relevant target groups supporting the industry in developing the services and products.

Partners have a wide array of experience in researching, mentoring, networking and promoting micro & SMEs, providing the means to support the growth and diversification of the sustainable tourism sector through the use of innovative tools and platforms. This collaboration aims to increase the impact of the industry by harnessing local knowledge and ensuring effective and practical solutions and tools are developed, acknowledging the region and local specifications.

## C.4 Project work plan

Number	Work package name
1	Transnational best practices model to perform sustainable biking business within the NPA regions
2	Capacity building in the entrepreneurial skills and business models for SUB
3	SUB network and clustering collaboration practices supporting the greater market reach



## Work package 1

### Work package title

Transnational best practices model to perform sustainable biking business within the NPA regions

### Objectives

Please define one project specific objective that will be achieved by your project through the implementation of the work package. The specific objective should be:

- realistically achievable by the end of the project;
- specific;
- measurable – indicate the change aimed for.

To examine and renew the tools and methods to sustainably improve the operational efficiency of the entrepreneurs developing biking tourism. That is done by combining the interests of all the stakeholders & sustainability factors.

To be able to deliver a work package, the project may need to engage with relevant target groups, for example through awareness raising, changing attitudes or beliefs, or changing behaviour. For this reason, applicants are asked to formulate one or more communication objectives.

The SUB approach relies on the strong involvement of the regional core target groups through focus group work. Coordinated and tailored communication will be the key factor. Access to all SUB deliverables and transparent communication will ensure regional dialogue. Target groups are also invited to join interregional activities. In the case of the core target group, micro and SMEs, the nature of the industry is respected, and in scheduling the activities industry's seasonality is respected.

### Activities

Activity 1.1	
Title	Organising the SUB interregional and regional events
Start period	Period 1, 1 - 6
End period	Period 6, 31 - 36

<b>Activity 1.1</b>	
<b>Description</b>	<p>SUB's approach to interregional and regional meetings will ensure the flow of information and knowledge sharing. LP1 will lead the activity of the periodical interregional meetings (IM) organised once by each partner. 6 periodical events have 3 joint objectives :</p> <ol style="list-style-type: none"> <li>1) support transnational learning &amp; exchange of experiences</li> <li>2) communicate and agree on activities &amp; deliverables</li> <li>3) check and agree on the management &amp; communication actions</li> </ol> <p>6 online interregional workshops (IW) organised by WP 2 complement IM:s supporting the exchange of experiences between partners and target groups. SUB partners will invite target groups to join SUB regional focus group practice to ensure that the activities are correctly communicated, and the target group's voices are heard in implementing deliverables. Regional focus group meetings (RM) and workshops (RW) will have jointly agreed on objectives but considering the local specific circumstances. Both RM and RW will be integrated with W2 and W3 activities.</p>
<b>Partner(s) involved</b>	DCC, ILKY, JHT, LUKE, SSNV, VT

<b>Deliverables 1.1</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.1.1.1	SUB online platform	To launch the online platform using one of the available virtual learning environments (VLE). That will support all SUB activities, particularly capacity building, co-creation and development. It will also support project coordination. VLE will be easy to access.	Period 1 , 1 - 6
D.1.1.2	Kick-off the Regional Focus Group meetings (RM) and target group workshop (RW)	SUB partners will launch regional focus group work with the regional kick-off meeting (first RM). The aim is to introduce the SUB work and invite the target group to join the process. The RW will complement that to ensure comprehensive target group coverage.	Period 1 , 1 - 6

## Deliverables 1.1

Running number	Deliverable title	Description	Delivery period
D.1.1.3	Regional Focus Group meetings (RM) and target group workshop (RW)	SUB partners will organise at least 1 RM complemented with regional visibility actions, presentations and visits on target groups. It supports identifying the tourism ecosystem's strengths and gaps in service provision and sustainability.	Period 2 , 7 - 12
D.1.1.4	Regional Focus Group meetings (RM) and target group workshop (RW)	SUB partners will organise at least one RM complemented with RW to ensure comprehensive target group coverage. Supports the SUB tool kit development and designing of the regional master plans. RM and RW agendas are planned to reflect the other SUB activities to ensure synergic approaches.	Period 3 , 13 - 18
D.1.1.5	Regional Focus Group meetings (RM) and target group workshops (RW)	SUB partners will organise RM with a focus on sustainability. This is complemented with RW to ensure comprehensive target group coverage. Supports SUB tool kit and regional master plans development. RM and RW agendas are planned to reflect the other SUB activities to ensure synergic approaches.	Period 4 , 19 - 24
D.1.1.6	Regional Focus Group meetings (RM) and target group workshop (RW)	SUB partners will organise at least one RM (combined with the sustainability workshop) complemented with RW to ensure comprehensive target group coverage and engage in collecting good regional practices. RM and RW agenda are planned to reflect the other SUB activities to ensure synergic approaches.	Period 5 , 25 - 30
D.1.1.7	Regional Focus Group meetings (RM) and target group workshops (RW)	Final RM complemented with RW to ensure comprehensive target group coverage. Delivering the SUB tool kit and regional master plans. Reflections and discussions on SUB outputs and regional follow-up. RM and RW agenda are planned to reflect the other SUB activities to ensure synergic approaches.	Period 6 , 31 - 36
D.1.1.8	Periodical interregional meeting (IM) + reparatory SUB CG meetings	First periodical meeting to get organised and to agree SUB methodological approach, introducing the SUB approach, first on Ad hoc think tank analyses findings. To agree on all practical SUB management, coordination activities, and chain of command.	Period 1 , 1 - 6

## Deliverables 1.1

Running number	Deliverable title	Description	Delivery period
D.1.1.9	Periodical interregional meeting (IM) + preparatory SUB CG meetings	To deliver the Ad hoc-think tank analysis results and to launch WP 1.3, WP 2.1 & WP 2.2, and WP 3.1, Regional focus group members will be invited to join the SUB-kick-off exchange of experiences, including the case of youth involvement. Meeting will be in East Lapland with the lead of the LP1	Period 2 , 7 - 12
D.1.1.10	Periodical interregional meeting (IM) + preparatory SUB CG meetings	Status of the exchange of experiences and first lessons learned of the WP 1.3, WP 2.1 & WP 2.2, WP 3.1. Starting the WP 3.2 and launching WP 3.3. Relevant focus group/target group members will be invited to the meeting. Meeting will be organised in the Faroe Islands with the lead of PP4	Period 3 , 13 - 18
D.1.1.11	Periodical interregional meeting (IM) + preparatory SUB CG meetings	Status of the exchange of experiences and WP 1.3, WP 2.1 & WP 2.2, WP 3.1. The first lessons learned from WP 3.2 and WP 3.3. Launching WP 1.4 and WP 1.5. A meeting will be organised in the JH with the lead of PP5	Period 4 , 19 - 24
D.1.1.12	Periodical interregional meeting (IM) + preparatory SUB CG meetings	Overall lessons learned and deliveries status and quality check. This will include the communication and visibility check too. Level of the WP 1.4 & 1.5 - sharing the ideas. The situation with all WP 3 activities. A meeting will be organised in the Norðurlandi vestra with the lead of PP3.	Period 5 , 25 - 30
D.1.1.13	Periodical interregional meeting (IM) + preparatory SUB CG meetings	Sub final periodical meeting. Launching all SUB deliverables, exchange of experiences (among the involvement of the youth) etc. regional focus groups will be invited to join as widely as possible - SUB interregional brokerage. Meeting will be organised in the Donegal with the lead of PP6	Period 6 , 31 - 36

## Activity 1.2

<b>Title</b>	Ad hoc think tank analysis of NPA sustainable biking operational environment
<b>Start period</b>	Period 1, 1 - 6
<b>End period</b>	Period 2, 7 - 12

<b>Activity 1.2</b>	
<b>Description</b>	<p>With the lead of PP2 and co-lead of LP1, all the PPs will conduct an applied, relevant and targeted “ad hoc think tank method” to study and analyse the NPA operational environments’ sector-specific needs. The aim is to develop an up-to-date overview and deeper understanding of the current performance of biking tourism in the partner regions. The essential tasks will involve the following:</p> <ul style="list-style-type: none"> <li>-Establishing the interregional and multidisciplinary SUB think tank (TT) team led by PP2</li> <li>-Setting the working methods and standard templates for the data gathering from the SUB regions led by PP2 and agreed on by TT team.</li> <li>-Regional data collection: Entrepreneurial skills and business capacity building, digital solutions in developing greater market reach, networks enabling the clustering and cross-fertilisation and meaning of sustainability in biking tourism.</li> </ul> <p>As part of the data collection, the SUB consortium will discover regional good practices and experiences to support transnational learning.</p>
<b>Partner(s) involved</b>	DCC, ILKY, JHT, LUKE, SSNV, VT

<b>Deliverables 1.2</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.1.2.1	Description of the SUB ad hoc think tank practice	To establish the multidisciplinary SUB TT team, to develop and agree on the practice, develop standard harmonised templates and schedule the SUB ad hoc think tank implementation.	Period 1 , 1 - 6
D.1.2.2	SUB think tank meetings online and during the periodical meeting	SUB TT team will start its work immediately at the beginning of the project and will meet first online to agree overall think tank process and to kick off the analysis. The team will hold 2 online meetings and will have 1 on-site workshops with kick-off periodical meeting.	Period 1 , 1 - 6

<b>Deliverables 1.2</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.1.2.3	Organising and holding SUB think tank meetings online and during periodical meeting	The team will hold 2 online meetings and will have a conclusions workshop on-site with the periodical meeting. Delivering the results on the second periodical meeting	Period 2 , 7 - 12
D.1.2.4	Implementing the analyses	Implementing analyses in the SUB regions, developing regional conclusions, common findings and recommendations. Think tank team concludes the main findings used in the implementation of the WP1 1.3-1.4, theme of standard information, regional conclusions and recommendations on WP2 and WP3	Period 2 , 7 - 12
D.1.2.5	Implementing the analyses and delivering 4 'SUB think tank' reports	Implementing analyses in the SUB regions, developing regional conclusions, common findings and recommendations. Think tank team concludes the main findings used in the implementation of the WP1 1.3-1.4, theme of standard information, regional conclusions and recommendations on WP2 and WP3	Period 2 , 7 - 12

<b>Activity 1.3</b>	
<b>Title</b>	To examine the role of the sustainability factors in the biking tourism
<b>Start period</b>	Period 2, 7 - 12
<b>End period</b>	Period 3, 13 - 18

<b>Activity 1.3</b>	
<b>Description</b>	<p>SUB project aims to transfer and develop entrepreneurial skills and new sustainable business models in BT in collaboration with the micro and SMEs in the participating NPA regions. Therefore, we want to go into the critical elements of BT sustainability in a more balanced way by identifying and evaluating the importance of each sustainability factor, also known as the four pillars of sustainable development in the project context.</p> <p>With the lead of LP1 all the PPs will study, by benefiting think tank reports, the importance of the sustainability factors and existing regional models at the place to develop the tourism industry.</p> <p>The priorities and content of SUB sustainability pillars are discussed and collaboratively created in the meetings and workshops of 1.1. The findings will be used in the implementation of the WP1 1.4</p>
<b>Partner(s) involved</b>	DCC, ILKY, JHT, LUKE, SSNV, VT

<b>Deliverables 1.3</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.1.3.1	Description of the practice to create SUB sustainability pillars	To describe a transnational practice to co-create SUB sustainability pillars and schedule the implementation.	Period 2 , 7 - 12
D.1.3.2	Localising the sustainability pillars to reflect SUB regions	To provide the critical elements of biking tourism sustainability more balanced way by considering economic, social and environmental factors and combining the interests of various businesses and stakeholders.	Period 3 , 13 - 18

<b>Activity 1.4</b>	
<b>Title</b>	SUB tool kit for the development of regional and local sustainable industry and ecosystem
<b>Start period</b>	Period 4, 19 - 24
<b>End period</b>	Period 6, 31 - 36

**Activity 1.4****Description**

With the lead of LP1 and co-led by PP5 to practical tool kit will created to help SUB partners develop sustainable biking tourism (BT) in the local context. Tool kit gathers the transnational know- how, benefits from good regional practices, and provides localised interpretations of the recommendation to develop a sustainable tourism industry -TOURISM 4 SDGs. In addition, the toolkit will refer to the concept of sustainability transitions to support tourism ecosystem actors in understanding the long-term transformations toward more sustainable modes of providing BT products and services.

To accomplish this WP, we want to guide the implementation of sustainable BT investments supporting the adaption of the regional SUB good practices into the practice. The guidance will also summarise the reflections from WP2 and WP3 when improving the business models and market reach. The transnational approach and implementation are discussed and collaboratively created in meetings of WP1.1

**Partner(s) involved**

DCC, ILKY, JHT, SSNV, VT

**Deliverables 1.4**

Running number	Deliverable title	Description	Delivery period
D.1.4.1	Description and collection of SUB regional Good Practices to develop sustainable biking tourism	SUB partners will develop region-specific “good practices “instructions to develop biking tourism during the coming years. That will reflect the specific needs of each of the partnering regions and see the most important to highlight. Integrated with RM and RW.	Period 4 , 19 - 24
D.1.4.2	Transnational Sustainability tool kit for the biking tourism in the SUB regions	Developing the online tool kit will provide practical guidance for the micro and SMEs to create enabling conditions for growing their business sustainably, such as new tools, frameworks, policy recommendations, etc.	Period 6 , 31 - 36
D.1.4.3	Sustainable investments in biking tourism guideline	The aim is to collect good sustainable investment cases from the NPA regions as a source of inspiration. The guideline will guide sustainable and inclusive investment planning and SUB regions specific fact sheets on investment possibilities.	Period 5 , 25 - 30



<b>Activity 1.5</b>	
<b>Title</b>	SUB regional master plans
<b>Start period</b>	Period 4, 19 - 24
<b>End period</b>	Period 6, 31 - 36
<b>Description</b>	<p>To develop the sustainable biking tourism in the coming years, a regional masterplan (MP) is needed. This MP is a long-term strategy that brings together a common vision and actions of different actors. MP helps all actors including municipalities, funders, educators, research institutes and business support organizations to support growth of sustainable biking tourism market reach in the NPA regions.</p> <p>With the lead of PP5 and co-led of LP1 the SUB project will use the information of WP1 1.2 as analysis of current operational environment. Furthermore, the WP1 1.3 and 1.4 will produce content for how the partnering regions will achieve the vision.</p> <p>SUB will have a common approach to conducting the MPs but localized implementation so that each region will create their MP to support regional development and create new opportunities around sustainable BT. This includes how to engage all the relevant stakeholders regionally.</p> <p>Link with RM and RW organised in activity 1.1.</p>
<b>Partner(s) involved</b>	DCC, ILKY, JHT, SSNV, VT

<b>Deliverables 1.5</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.1.5.1	Description of the transnational practice to create regional Masterplans	To describe a transnational practice to create regional Masterplans for long-term sustainable biking tourism development. The collection has common approach but localised implementation.	Period 4 , 19 - 24

**Deliverables 1.5**

Running number	Deliverable title	Description	Delivery period
D.1.5.2	Delivering regional Masterplans (MP) for long-term sustainable biking tourism development	Delivering regional MP to support the SUB factsheets and toolkits but also to continue the project after its end period to continue the development of internal and external operational environments of micro and SMEs in the region. MP is short document with visual elements.	Period 6 , 31 - 36

**Outputs****Output 1.1**

<b>Output Title (short)</b>	Production of "SUB think tank" reports with 3 categories highlighting joint needs and cross-cutting themes in the development of sustainable biking tourism
<b>Programme Output Indicator</b>	RC087_1.3: Organisations cooperating across borders
<b>Measurement Unit</b>	organisations
<b>Target Value</b>	10.00
<b>Delivery period</b>	Period 2, 7 - 12
<b>Output Description</b>	10 organisations (partners and associated partners) will co-operate on a trans-national basis to produce 3 'think tank' reports on entrepreneurial skills and business capacity building, the use of digital solutions in developing greater market reach and network development to enable clustering of SMEs and micro-enterprises to facilitate best practice solutions and recommendations for the SUB voucher scheme & upskilling targets and implementation

**Output 1.2**

<b>Output Title (short)</b>	Transnational SUB tool kit for developing sustainable biking tourism and guidelines for sustainable investments in the biking tourism sector
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<b>Output 1.2</b>	
<b>Programme Output Indicator</b>	RCO116_1.3: Jointly developed solutions
<b>Measurement Unit</b>	solutions
<b>Target Value</b>	1.00
<b>Delivery period</b>	Period 6, 31 - 36
<b>Output Description</b>	The project consortium will work to co-design a digital toolkit based on transnational best practice in sustainable biking tourism. The toolkit will then be used to develop specific tailored guidelines to assist in sourcing investment opportunities to develop & implement solutions addressing barriers to extending market reach and expanding service provision. Investment opportunities will be identified for businesses that are targeted at new market potential in the various NPA regions
<b>Output 1.3</b>	
<b>Output Title (short)</b>	Production of Regional Masterplans for Biking Tourism Development
<b>Programme Output Indicator</b>	RCO116_1.3: Jointly developed solutions
<b>Measurement Unit</b>	solutions
<b>Target Value</b>	5.00
<b>Delivery period</b>	Period 5, 25 - 30
<b>Output Description</b>	Using the transnationally developed toolkit & investment guidelines the project partners will develop 5 regional masterplans for sustainable biking tourism development. Each masterplan will outline a common vision of the pathways and goals needed to assist stakeholders in the region to support the growth of the biking tourism market to create new employment opportunities. Each masterplan will enable stakeholders to source investment for tourism product & services development after SUB ends

## Work package 2

### Work package title

Capacity building in the entrepreneurial skills and business models for SUB

### Objectives

Please define one project specific objective that will be achieved by your project through the implementation of the work package. The specific objective should be:

- realistically achievable by the end of the project;
- specific;
- measurable – indicate the change aimed for.

To develop and implement a SUB exchange of experiences capacity building (CB) scheme. The aim is to enable participating companies to develop entrepreneurial skills, improve business knowledge and use digital solutions to increase their market reach.

To be able to deliver a work package, the project may need to engage with relevant target groups, for example through awareness raising, changing attitudes or beliefs, or changing behaviour. For this reason, applicants are asked to formulate one or more communication objectives.

The regional focus group and beneficiary micro and SMEs will form the basis of the WPs communications and awareness-raising activities. Jointly agreed SUB communication measures will ensure that all relevant information and outcomes of the project will have the maximum possible outreach at local, regional and interregional levels. The anticipated positive results of the project will influence the attitude of these target groups in a positive way towards sustainable biking tourism.

### Activities

Activity 2.1	
Title	Designing the SUB micro and SMEs' capacity building scheme (SUB CB scheme)
Start period	Period 2, 7 - 12
End period	Period 2, 7 - 12

**Activity 2.1****Description**

Designing the SUB capacity building (CB) scheme that uses a collaborative learning approach that encourages sharing knowledge and expertise between micro and SMEs in biking tourism. SUB CB scheme will be implemented in 4 modules according to business challenges (SUB think tank reports).

With the lead of PP3 and co-lead of LP1, the scheme will be built on the 4 capacity building (CB) modules and peer-to-peer learning exchange. The basis of the CB is shared knowledge and expertise among the SUB consortium and the regional focus groups. The design of the scheme will provide: practical plan of implementation of the CB process 4 modules' structure and desired benefit for the micro and SMEs, methodological approach to execute the modules, instruction to form the SUB pool of experts and mentors engaged in the implementation.

A digital platform established in WP1 1.1 will be utilized as a virtual learning environment (VLE) to implement the scheme.

**Partner(s) involved**

DCC, ILKY, JHT, SSNV, VT

**Deliverables 2.1**

Running number	Deliverable title	Description	Delivery period
D.2.1.1	SUB CB scheme plan and material development for the four modules	To provide the overall CB scheme content and method of implementation with needed expertise. With the support of the pool of SUB experts to provide 4 ABCs and a source of information guidance. This will also include proper step-by-step instruction and support for using the online platform	Period 2 , 7 - 12

**Activity 2.2****Title**

Implementing the SUB capacity building scheme

**Start period**

Period 2, 7 - 12

**End period**

Period 4, 19 - 24

<b>Activity 2.2</b>	
<b>Description</b>	<p>Collaborative learning in the SUB CP scheme will be a series of regional (RM, RW) and interregional workshops (IW) integrated with the WP 1.1. The goal of each workshop is to solve one business challenge or task. And by doing so, the secondary outcome involves new skills and knowledge increasing among the regional learning group members.</p> <p>With the lead of LP1 and co-lead of PP3, each challenge will be brought up at the transnational level, where regional SUB learning groups (focus /target groups) will have IWs to introduce the regional solutions and share the regional good practices. The interregional workshops will also form the basis for the next activity peer-to-peer learning exercise.</p> <p>The workshops are always supported by the Thematic Innovation Talk, inspiring how to approach the challenge. The external experts/speakers give thematic innovation talks who are not directly involved in the SUB project. The workshops are coordinated by an expert from the pool of SUB regional experts.</p>
<b>Partner(s) involved</b>	DCC, ILKY, JHT, SSNV, VT

<b>Deliverables 2.2</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.2.2.1	Regional SUB CB scheme workshops	To describe a common approach to implementing regional "discussion/learning workshops" integrated with the W1.1 RM and RW and integrated if possible with the D2.2.2	Period 2 , 7 - 12
D.2.2.2	SUB CB interregional workshops with the exchange of experiences	1 CB scheme kick-off and first CB IW (module 1): A common approach to implementing interregional "discussion/learning/innovation workshops" -Innovation talks, seminars (hosted by the partner to support the learning)	Period 2 , 7 - 12
D.2.2.3	SUB CB Interregional workshops with the exchange of experiences	2 CB IWs (modules 2 and 3): A common approach to implementing interregional "discussion/learning/innovation workshops" -Innovation talks, seminar (hosted by the partner to support the learning)	Period 3 , 13 - 18

**Deliverables 2.2**

Running number	Deliverable title	Description	Delivery period
D.2.2.4	SUB CB Interregional workshops with the exchange of experiences	1 CB IW (module 4): A common approach to implementing interregional “discussion/learning /innovation workshops” -Innovation talks, seminar (hosted by the partner to support the learning) + 1 closing and lessons learned IW	Period 4 , 19 - 24
D.2.2.5	Delivering lessons learned and best practices of SUB CB	Delivering lessons learned and best practices of SUB CB scheme in form of short blog posts, posted in partners and project’s website to reach wide target audience throughout the NPA region. Topic in the 4th periodical meeting.	Period 4 , 19 - 24

**Activity 2.3**

<b>Title</b>	Implementing the capacity building peer-to-peer between micro and SMEs
<b>Start period</b>	Period 3, 13 - 18
<b>End period</b>	Period 5, 25 - 30
<b>Description</b>	<p>SUB CB scheme is strongly based on exchanging experience, identifying, and transferring good practices between micro and SMEs in biking tourism. That will be accomplished with the dedicated peer-to-peer learning exchange practice provided for the micro and SMEs participating in the SB scheme, and that could include also student engagement.</p> <p>With the lead of PP3 and co-lead of LP1 the peer-to-peer learning exchange aims to support capacity building on one of the CP scheme’s four topics. The peer-to-peer access will result from the selection process carried out as part of the SUB CB scheme. As a consequence of the exchange, the micro and SMEs will improve their practices in developing the business operations in one of the SUB’s CB scheme themes.</p>
<b>Partner(s) involved</b>	DCC, ILKY, JHT, SSNV, VT

<b>Deliverables 2.3</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.2.3.1	Selection of the micro and SMEs for the exchange	As part of the CB building, with transnational approach, the participating micro and SMEs are asked to justify why they should have gained the travel ticket to SUB peer-to-peer learning exchange. The choice of participants will be made regionally by focus group.	Period 3 , 13 - 18
D.2.3.2	SUB Peer to-peer learning exchange	50% of max 40 micro and SMEs in total from partnering regions will join the SUB peer-to-peer learning exchange. The selected micro and SMEs are companies, that link to the biking tourism service chain (for example tourism operator, service provider).	Period 3 , 13 - 18
D.2.3.3	SUB Peer to-peer learning exchange	Continue and 50% of micro and SMEs from partnering regions will join the SUB peer-to-peer learning exchange.	Period 4 , 19 - 24
D.2.3.4	Peer-to peer exchanges documented	Short videos and blogs presented at SUB website and in social media. Presentations to the RM and RW to share lessons learned in regions and in the periodical IM to share lessons learned transnationally.	Period 5 , 25 - 30

## Outputs

<b>Output 2.1</b>	
<b>Output Title (short)</b>	To design and implement the SUB capacity building scheme supporting the micro and SMEs on biking tourism to develop their businesses
<b>Programme Output Indicator</b>	RC084_1.3: Pilot actions developed jointly and implemented in projects
<b>Measurement Unit</b>	pilot actions
<b>Target Value</b>	4.00
<b>Delivery period</b>	Period 5, 25 - 30



<b>Output 2.1</b>	
<b>Output Description</b>	The capacity building (CB) scheme is built on 4 CB modules. The basis of the CB is shared knowledge and expertise. Each of the partnering regions has gaps in their biking tourism service chain, and the innovative solutions may already be existing in partnering regions. Furthermore, as the biking tourism is emerging sector in NPA regions, the entrepreneurs benefit from networking to other actors in programme area. The SUB CB supports the capacity building of micro and SMEs.
<b>Output 2.2</b>	
<b>Output Title (short)</b>	Implementing the capacity building peer-to-peer between micro and SMEs as part of the SUB capacity building scheme
<b>Programme Output Indicator</b>	RCO04_1.3: Enterprises with non-financial support
<b>Measurement Unit</b>	enterprises
<b>Target Value</b>	40.00
<b>Delivery period</b>	Period 4, 19 - 24
<b>Output Description</b>	SUB CP scheme is strongly based on exchanging experience, identifying, and transferring good practices between micro and SMEs in biking tourism. The micro and SME companies taking part to peer-to-peer learning find new business ideas and partners and create added value to existing service or product.

## Work package 3

### Work package title

SUB network and clustering collaboration practices supporting the greater market reach

### Objectives

Please define one project specific objective that will be achieved by your project through the implementation of the work package. The specific objective should be:

- realistically achievable by the end of the project;
- specific;
- measurable – indicate the change aimed for.

To develop and transfer the SUB transnational collaboration networks strengthening the clustering of micro and SMEs with other innovation ecosystem actors to improve business connections and expand a greater market reach.

To be able to deliver a work package, the project may need to engage with relevant target groups, for example through awareness raising, changing attitudes or beliefs, or changing behaviour. For this reason, applicants are asked to formulate one or more communication objectives.

The regional focus group work and additional micro and SMEs work form the basis communications and awareness-raising activities. Positive experience of the industry is crucial. IM participation will open the door for the transnational collaboration supporting the learning on the all target group layers. The transparent regional communication is a key to increase the awareness and case needed to change the attitudes. To do that SUB info and progress in native language is vital for the success.

### Activities

Activity 3.1	
Title	Supporting the local/regional/transnational tourism ecosystem to be more connected and operate more efficiently in developing sustainable biking tourism
Start period	Period 2, 7 - 12
End period	Period 6, 31 - 36

**Activity 3.1****Description**

Lead by PP6 and co-lead by PP4, based on the information of the WP1.2. project will identify and expand existing regional clusters, networks etc. and strengthen their capacity and effectiveness in order to better serve the needs of micro and SMEs in the biking tourism (BT) sector. This will include a series of regional and interregional workshops as well as face to face meetings with local stakeholders WP1.5.

By developing transnational networks from regional BT stakeholder clusters the project will therefore provide a solid platform for the micro and SMEs to grow and expand their market reach.

The activity aims to better equip tourism ecosystem stakeholders and actors to stimulate the sustainable BT industry to grow, develop procedures and toolkits to equip tourism ecosystem stakeholders and actors to improve regional structures and services through transnational collaboration to increase capacity to support emerging micro- and SMEs to grow in a sustainable way

**Partner(s) involved**

DCC, ILKY, JHT, SSNV, VT

**Deliverables 3.1**

<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.3.1.1	Description of the transnational practice to deliver the regional capacity reports	To describe a transnational practice to identify strengths and gaps in service provision. This will include the use 'Think Tank' report from WP1.2, online meetings (integrated with WP 1.1 RW events) with target groups, and the capacity of regional clusters/networks that are audited and mapped.	Period 2 , 7 - 12
D.3.1.2	Upskilling and capacity building for regional tourism ecosystem actors (target groups)	Integrated with regional meetings (WP 1.1 RM). and additional face-to-face meetings between mentors and tourism ecosystem actors, as pointed out in the target groups. The topics addressed will be determined as a result of the Regional Capacity Reports based on the region-specific circumstances.	Period 2 , 7 - 12

### Deliverables 3.1

Running number	Deliverable title	Description	Delivery period
D.3.1.3	Upskilling and capacity building for regional tourism ecosystem actors - lessons learned	Work continues as above. 5 regional tourism ecosystem upskilling and capacity-building work will be introduced in the 3rd periodical IM to the SUB consortium and participating focus group representatives. Deliverables will be disseminated through SUB visibility channels.	Period 3 , 13 - 18
D.3.1.4	Knowledge Transfer & Sharing lessons learned - knowledge exchange process	Will be synergised with the WP 1.1 and with WP 2.2 SUB CB. Ecosystem actors' testimony on challenges in the ecosystem to operate and provide added value for the industry. Target groups will have the opportunity to compare and contrast issues experienced and use them to improve operations.	Period 3 , 13 - 18
D.3.1.5	Knowledge Transfer & Sharing lessons learned - knowledge exchange process	Will be synergised with the WP 1.1 and with WP 2.2 SUB CB. Ecosystem actors' testimony on challenges in the ecosystem to operate and provide added value for the industry. Target groups will have the opportunity to compare and contrast issues experienced and use them to improve operations.	Period 4 , 19 - 24
D.3.1.6	Knowledge Transfer & Sharing lessons learned - knowledge exchange process	Will be synergised with the WP 1.1 and with WP 2.2 SUB CB. Ecosystem actors' testimony on challenges in the ecosystem to operate and provide added value for the industry. Target groups will have the opportunity to compare and contrast issues experienced and use them to improve operations.	Period 5 , 25 - 30
D.3.1.7	Knowledge Transfer & Sharing lessons learned - knowledge exchange process	Developing SUB Knowledge Transfer & Sharing lessons learned -knowledge exchange Good practises online guideline. Shared on the SUB website, and social media and discussed in WP 1.1 events.	Period 6 , 31 - 36

<b>Activity 3.2</b>	
<b>Title</b>	Establish transnational SUB networks
<b>Start period</b>	Period 3, 13 - 18
<b>End period</b>	Period 5, 25 - 30
<b>Description</b>	<p>With the lead of PP6 and co-lead of PP4, this activity will involve the establishment of transnational networks of biking tourism stakeholders/actors through the development of existing platforms which can support transnational collaboration. The platform will be used for information sharing and shared understanding of BT business opportunities to these networks and established by regional target groups.</p> <p>The aim is to develop and stimulate collaboration techniques in supporting the creation of new business opportunities for both existing and new SMEs to extend service provision to reach new customer markets and create added value for existing ones.</p> <p>The activity aims to;</p> <ul style="list-style-type: none"> <li>- identify ways to stimulate the development of new innovative business models enhancing biking tourism development</li> <li>- develop, test and disseminate sustainable biking tourism that links with new emerging investment opportunities</li> <li>- promote the added value of the transnational network in collaboration with focus group</li> </ul>
<b>Partner(s) involved</b>	DCC, ILKY, JHT, SSNV, VT

<b>Deliverables 3.2</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.3.2.1	Description of the structure for transnational SUB network	To describe a transnational structure and practice for transnational SUB network. For example, who are the potential actors, what is the operational environment of the network, what is the potential of this network to its actors, and how the network will operate	Period 3 , 13 - 18

<b>Deliverables 3.2</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.3.2.2	Integrated meetings events & workshops	Transnational collaboration will be established by integrating the topic in the both interregional and regional events (WP 1.1 and WP 2.2), Tourism Ecosystem actors (target groups) The aim is also to start trust building and to support knowledge exchange processes.	Period 3 , 13 - 18
D.3.2.3	Integrated meetings events & workshops	Transnational collaboration will be established by integrating the topic in the both interregional and regional events (WP 1.1 and WP 2.2), Tourism Ecosystem actors (target groups) The aim is also to start trust building and to support knowledge exchange processes.	Period 4 , 19 - 24
D.3.2.4	Integrated meetings events & workshops	Transnational collaboration will be established by integrating the topic in the both interregional and regional events (WP 1.1 and WP 2.2), Tourism Ecosystem actors (target groups). Transnational SUB network introduction during the periodical IM including recommendation to to follow-up	Period 5 , 25 - 30
D.3.2.5	Wider Dissemination of Trans-national best practices	Demonstrating the SUB transnational network and solutions strengthening the tourism ecosystem using the existing digital platforms, websites, and apps with easy access and use. It will be introduced in SUB events and channels. In alliance with SUB focus groups, tailored actions are done in regions.	Period 5 , 25 - 30
D.3.2.6	Wider Dissemination of Trans-national best practices	Demonstrating the SUB transnational network and solutions strengthening the tourism ecosystem using the existing digital platforms, websites, and apps with easy access and use. It will be introduced in SUB events and channels. In alliance with SUB focus groups, tailored actions are done in regions.	Period 6 , 31 - 36

<b>Activity 3.3</b>	
<b>Title</b>	Provide tools and implementation of the voucher programme to improve the operational efficiency of the entrepreneurs developing biking tourism
<b>Start period</b>	Period 3, 13 - 18
<b>End period</b>	Period 5, 25 - 30

<b>Activity 3.3</b>	
<b>Description</b>	With the lead of PP6 and co-lead of PP4, the SUB voucher action aims to broaden and strengthen the selected micros and SMEs' business management and service provision capacity on a theme chosen by the SMEs themselves as a result of the 'Think Tank' report, 'Regional Capacity Reports' and the best practice sharing and knowledge transfer from the regional clusters and transnational networks. The SUB voucher system will target collaborative projects involving direct beneficiaries (micro&SMEs) who aim to co-design workable solutions to shared problems in order to increase their business capacity. The voucher system will also help the beneficiaries to better use transnational knowledge sharing to bring practical solutions to their own regional services by deploying innovative solutions in sustainable biking tourism development. The voucher will be granted through regional competition, and decisions of the vouchers will be made by SUB partner consortium to ensure consistency and transparency.
<b>Partner(s) involved</b>	DCC, VT

<b>Deliverables 3.3</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.3.3.1	Description of the SUB Voucher Scheme program (VSP)	The VSP is planned together with PPs to ensure VSP is available to relevant micro & SMEs) in the SUB regions. VSP will have a common approach o ensure comparability. . VSP description includes structure:rules, theme(s), eligibility, assessment criteria and managing the implementation regionally	Period 3 , 13 - 18
D.3.3.2	Call for proposals and selecting successful applicants	Opening the call of the proposal and campaigned by media campaigns and in events organised in WP 1.1. to reach all potential micro and SMEs. SUB consortium will select the winners. Voucher will be 5000€ and granted regionally to 4-10 micro/SMEs for most innovative idea to develop sustainable BT	Period 3 , 13 - 18
D.3.3.3	Implementing the voucher scheme	Selected applicants (4-10 regionally) will implement the voucher scheme under the management and monitoring of the project partner in each region (as described in D.3.3.1).	Period 4 , 19 - 24

<b>Deliverables 3.3</b>			
<b>Running number</b>	<b>Deliverable title</b>	<b>Description</b>	<b>Delivery period</b>
D.3.3.4	Reporting of the voucher scheme	The selected applicants will present their development idea and the use of the voucher in transnational workshops/seminars (WP1 1.1) and create short videos to be shared on partners' social media and websites.	Period 5 , 25 - 30
D.3.3.5	Analysis of voucher scheme lessons learned	SUB PPs will complete an evaluation of the success of implementing the voucher scheme in their region. This will then be collated into one comprehensive scheme evaluation report that can be used to disseminate the scheme's results, what worked best, etc. Reported and discussed in the IMs (WP 1.1)	Period 5 , 25 - 30

## Outputs

<b>Output 3.1</b>	
<b>Output Title (short)</b>	Launching SUB transnational collaboration networks strengthening the clustering of micro and SMEs and other actors in the regional tourism innovation ecosystem
<b>Programme Output Indicator</b>	RCO87_1.3: Organisations cooperating across borders
<b>Measurement Unit</b>	organisations
<b>Target Value</b>	10.00
<b>Delivery period</b>	Period 6, 31 - 36
<b>Output Description</b>	A total of 10 organisations including project partners and associated partners will be co-operating across borders throughout the three NPA programme zones. In addition to these partners and associated partners there will be a large number of SMEs and micro-enterprises co-operating together through the cluster groups and trans-national networks which will be established and facilitated by the project partner organisations to facilitate peer to peer networking and exchange of best practice
<b>Output 3.2</b>	
<b>Output Title (short)</b>	Provide tools and implementation of the voucher programme to improve the operational efficiency of the enterprises developing biking tourism



<b>Output 3.2</b>	
<b>Programme Output Indicator</b>	RC001_1.3: Enterprises supported (of which: micro, small, medium, large)
<b>Measurement Unit</b>	enterprises
<b>Target Value</b>	40.00
<b>Delivery period</b>	Period 5, 25 - 30
<b>Output Description</b>	A minimum of 40 enterprises (SMEs/Micro-enterprises) will receive mentoring support through the SUB Voucher scheme in order to improve the operational efficiency of their business. This will include non-financial support services such as advisory services, consulting assistance and training for the exchange of knowledge and experience. A number of new enterprises and new products and services developed by existing enterprises will also be supported across the participating NPA partner regions.

## C.5 Project Results

Please select and quantify the relevant programme result indicators to which your project will contribute. For each selected result indicator, please briefly describe the contribution of the project and the relevant project results (change) you expect to achieve through the implementation of the foreseen activities and outputs as defined in the work plan. Please also specify the output(s) which are directly related to this result.

Result 1	
<b>Programme result indicator</b>	RCR104_1.3: Solutions taken up or up-scaled by organisations
<b>Measurement unit</b>	solutions
<b>Baseline</b>	0.00
<b>Target value</b>	11.00
<b>Delivery period</b>	Period 6, 31 - 36
<b>Result description</b>	<p>The project aims to create 11 solutions upscale during the project to develop and transfer of capacity building of the target groups.</p> <p>Target groups: Micro and SMEs, General Public (including local communities), International organisations, Interest groups including NGOs, sectoral agency's, Local public authority and Regional public authority,</p> <ul style="list-style-type: none"> <li>- Published 4 "SUB think thank" reports</li> <li>- Digital online SUB toolkit for the development of regional and sustainable industry and ecosystem.</li> <li>- Regional Masterplans (5) to support the local micro and SME in business, including investment guideline and list of funding to support the implement sustainable investments in BT.</li> <li>- A transnational e-technology sustainable BT network is launched to strengthen the collaboration and clustering of micro and SMEs and other actors in the regional innovation ecosystem.</li> <li>- The NPA regional business and tourist business related public and private organisations are benefitting from solutions created in the SUB.</li> </ul>
Result 2	
<b>Programme result indicator</b>	RCR04_1.3: SMEs introducing marketing or organisational innovation
<b>Measurement unit</b>	enterprises

<b>Result 2</b>	
<b>Baseline</b>	0.00
<b>Target value</b>	55.00
<b>Delivery period</b>	Period 5, 25 - 30
<b>Result description</b>	<p>The micro and SMEs involved in focus group, peer-to-peer learning, beneficiaries of the voucher scheme (micro and SMEs) The expectation is that the project deliverables will support larger quantity of businesses in the years coming after the project ends.</p> <ul style="list-style-type: none"> <li>- SUB capacity building scheme has increased the sustainable business and entrepreneurial skills of micro and SMEs working in BT industry.</li> <li>- The regional sustainable business skills and innovation capacity has been increased by the peer-to-peer exchange (learning, materials and workshops).</li> <li>- A transnational e-technology sustainable BT network is launched to strengthen the collaboration and clustering of micro and SMEs and other actors in the regional innovation ecosystem.</li> <li>- Through the peer-to-peer and voucher program selected amount of micro and SMEs have been able to create collaboratively new sustainable BT business solutions or created added value to existing product or service.</li> </ul>

## C.6 Project Time Plan

	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	After End
<b>WP1 Transnational best practices model to pe...</b>							
<i>A1.1 Organising the SUB interregional an...</i>	D1.1.1	D1.1.3	D1.1.4	D1.1.5	D1.1.6	D1.1.7	
	D1.1.2	D1.1.9	D1.1.10	D1.1.11	D1.1.12	D1.1.13	
	D1.1.8						
<i>A1.2 Ad hoc think tank analysis of NPA s...</i>	D1.2.1	D1.2.3					
	D1.2.2	D1.2.4					
		D1.2.5					
<i>A1.3 To examine the role of the sustaina...</i>		D1.3.1	D1.3.2				
<i>A1.4 SUB tool kit for the development of...</i>				D1.4.1	D1.4.3	D1.4.2	
<i>A1.5 SUB regional master plans</i>				D1.5.1		D1.5.2	
<i>RCO116_1.3</i>					O1.3	O1.2	
<i>RCO87_1.3</i>		O1.1					
<b>WP2 Capacity building in the entrepreneurial...</b>							
<i>A2.1 Designing the SUB micro and SMEs/ c...</i>		D2.1.1					
<i>A2.2 Implementing the SUB capacity build...</i>		D2.2.1	D2.2.3	D2.2.4			
		D2.2.2		D2.2.5			
<i>A2.3 Implementing the capacity building ...</i>			D2.3.1	D2.3.3	D2.3.4		
			D2.3.2				
<i>RCO04_1.3</i>				O2.2			
<i>RCO84_1.3</i>					O2.1		
<b>WP3 SUB network and clustering collaboration...</b>							
<i>A3.1 Supporting the local/regional/trans...</i>		D3.1.1	D3.1.3	D3.1.5	D3.1.6	D3.1.7	

		D3.1.2	D3.1.4			
A3.2 Establish transnational SUB networks			D3.2.1	D3.2.3	D3.2.4	D3.2.6
			D3.2.2			D3.2.5
A3.3 Provide tools and implementation of...			D3.3.1	D3.3.3	D3.3.4	
			D3.3.2			D3.3.5
RCO01_1.3					O3.2	
RCO87_1.3						O3.1
<b>Result indicator</b>						
RCR04_1.3					R2	
RCR104_1.3						R1

## C.7 Project management

In addition to the thematic work planned in the Work Plan (C.4), the project needs enough resources for project management, coordination and internal communication.

### C.7.1 How will you coordinate the project?

Please describe how the project management on the strategic and operational level will be carried out, including the set-up of management structures, responsibilities and procedures, as well as risk

LP's project manager (PM) has overall project management responsibility and is supported by the coordinator (PC). 60% of the workload is dedicated to the SUB overall management and coordination activities. PPs have project coordinator and supporting staff. The PPs' coordinators support PM and PC forming the SUB core group (SUB CG) to orchestrate the project activities. Each PP is responsible for working in line with agreed practices and schedules. The implementation will be supported by the cycle of coordination and management meetings (1-2 online/month and face-to-face on periodical event). The SUB CG work is supervised by the steering group (SUB SG) meeting every period online or during the IM.

SUB CG members will act regional level, responsible for implementing and guiding regional actions and are supported by the other project staff and external experts. SUB partners will invite actors from the target groups/regional tourism innovation ecosystem to join the regional focus group work to review and improve the SUB operations in the regions and transnationally. The focus groups (FG) role is crucial as they will reflect on the relevance of the SUB. Each work package has a WP leader ensuring that activities and deliverables are accomplished as agreed. The co-leader of the activities supports WP leaders.

Potential SUB risks have been tried to be foreseen and minimised during the SUB bridging project. Communication must be popularised to meet the target group and reach necessary ownership. The overall approach of the SUB is to demonstrate through collaborative learning the most suitable way to increase capacity, adopt new business models and use the e-technology. Unforeseen risks are always the place, as we have learned lately. Intensive CG work and an active "nowcast" consortium will react proactively.

### **C.7.2 Which measures will you take to ensure quality in the project?**

Describe the approach, processes and responsible partners for quality management. If you plan to carry out any type of project evaluation, please describe its purpose and scope here.

The core to ensure the quality delivery of the SUB is to agree and maintain the standard framework for implementing and following up on the WPs and activities. The framework will provide the common methodological approach for implementation and ensures the coherent interaction and step-by-step process between WPs are there. It will also specify the roles and responsibilities of those involved in the practical implementation. The PM will provide the basis for the framework, and it will be finalised together with SUB CG.

SUB PM and CG will build a detailed and reflective plan of implementation to reach during each period. That is followed up, and necessary adjustments will be made at the beginning of each period. At the beginning of each period, the PM and the CG, WP responsible PP, will update and specify the WP-specific action plan to schedule the implementation and assign tasks and responsibilities. This ensures that the project and the work done by the PPs are on schedule, and each partner knows their role in WPs. Attainable, realistic and time-bound milestones support quality management.

SUB Steering Group (SG) ensures progress against project deliverables, outputs and financial spending. SG will consist of one member from each partner supported by 2-3 external members from focus groups or external experts. SG can invite external participants to reflect on SUB actions and deliverables. Reporting for the SG is made by the CG members. Official SG meeting will be one/period and in case needed, additional online reflection meetings will be organised.

Regional FGs will support the in-depth understanding of the tourism regional ecosystem, micro and SMEs and the field of biking tourism. FGs will meet monthly/bi-monthly according to the needs of the progress. The FG has a common approach but localised implementation.

### **C.7.3 What will be the general approach to communicate about your project?**

Explain how the communication objectives (ref. work plan C.4) will help achieving the project result(s). Please add who will coordinate project communication and how the involvement and contribution of all partners will be organised. What tools and channels will be used to support the uptake of your project results? Please acknowledge the mandatory communication requirement (ref. Programme Manual) and note that all communication activities should be included in the relevant work packages, not in this section.

The consortium has agreed on that the communication is coordinated by the LP. Therefore, LP's PC will take on the communications management (CM). A communication strategy (SUB CS) is developed with LP and PPS. Most appropriate online platform is selected to support communication internally. But it will be also the platform supporting the implementation of the all SUB activities and supporting the online communication. The communication manager is responsible for doing one or more media products each period together with the WP responsible PP in English. PPs are responsible for translating and releasing these media products to relevant channels.

SUB CS will also instruct the use of means and measures for the external communication and visibility action supporting the general target group communication but also wider visibility. The project will utilise the existing social media channels of PPs. Aim is to ensure that the project's outputs are publicly available, royalty-free and non-exclusive, a variety of communication tools will be used including transnational and national workshops, updating progress to PPs' websites and project's mini-website, publications.

EU and mandatory NPA publicity requirements will be followed throughout the project implementation including the general guidance for the project visibility posters, Project will display the NPA program and project logo in a visible way in all the materials produced in the project. etc. Project utilises templates and branding guidance provided by the NPA



#### **C.7.4 How do you foresee the financial management of the project and reporting procedures for activities and budget (within the partnership and towards the programme)?**

Please describe how you will ensure a smooth reporting process between partners and their controllers, as well as partners and the Lead Partner. Please also reflect on how the Lead Partner will monitor spending levels, keep an eye on the need for changes, ensure that reporting deadlines are kept, and ensure a swift transfer of funds to the partnership.

The LP is responsible for overall project management including coordination of the financial management. As described earlier, the PM, with the support of the CG, will establish common practises and frameworks to coordinate the practical implementation of the SUB. An essential part of that is to agree on the reporting sequence following the Interreg NPA instructions, regulations and periodical implementation cycle.

Practise and format for the reporting will be agreed upon and online with Interreg NPA instructions and requirements. For the overall administration, the SUB partners will use a jointly agreed digital platform that is easy to use by partners. For the progress reporting, PPs will use the Jems system to report according to the Interreg NPA instructions.

Every PP will assign the project financial administrator (FA) to oversee the financial matters. LPs financial administrator will be responsible for providing necessary instructions to partners and following up that financial progress reporting is consolidated in the Jems accruing the Interreg NPA rules. In addition, PPs' financial administrators will organise the necessary controller checking according to the national regulations.

LP will provide a partnership agreement/contract to agree on the overall responsibilities of each partner, scheduling, financial flow from LP to other PPs etc. That is to be finalised prior to the 1st month of the project. Agreement also highlights the main steps of the internal monitoring system to follow up on the project finance, and project deliverables, outputs and results will be achieved as agreed. FAs will report financial spending 2 times a period and at the end of each period to foresee the periodical spending. If there will be changes in the spending the PP will propose necessary reallocation.

SUB will use substantial funds for external expertise. A particular focus will be paid to following correct procurement rules.

### C.7.5 Cooperation criteria

For each cooperation criterion, describe briefly how they will be implemented in your project. Please note that the joint development, joint implementation and joint financing criteria are mandatory

Cooperation criteria	Description
Joint development	<p>Yes</p> <p>This project uses a transnational approach to develop sustainable biking tourism in partner regions. This will be done by using collaborative learning focusing on sharing good practices, supporting peer-to-peer learning and capacity building. In addition, each partner focuses on their region's key strengths and development targets. These will enable us to jointly develop the sustainable biking tourism indicators and toolkits that benefit the partner regions.</p>
Joint implementation	<p>Yes</p> <p>SUB is led by the PM appointed by the LP. PM has the overall responsibility to manage and lead the project. PPs will also contribute to the coordinator for the SUB. Together PM and coordinators will form the core group taking care that activities are jointly agreed upon and implemented. The core group will have very intensive communication supporting the development. The progress of the work will be monitored in cooperation with the steering group meetings.</p>
Joint staffing	<p>Yes</p> <p>The SUB project has no duplication of functions within the partnership. Each of the partners need to have a dedicated project coordinator, but only the LP has a project manager, that takes the responsibility on financial and operational management. Missing competences in the LP and PP are supported by the external experts. LP and PPs will follow carefully, that experts will bring in the tailored competences.</p>
Joint financing	<p>Yes</p> <p>The project budget is jointly agreed upon, and each partner takes financial responsibility for the joint actions. However, joint financing responsibilities reflects on the partner's capacity and/or availability of funds for the NPA projects.</p> <p>The focus is to provide direct added value for the core target group micro and SMEs in the biking tourism. The SUB peer-to-peer and voucher schemes have been develop according the feedback from the industry and therefore partners contributes to these.</p>

### C.7.6 Horizontal principles

Please indicate how your project contributes to the horizontal principles (see the Programme Manual).

Horizontal principles	Type of contribution	Description of contribution
Sustainable development	positive effects	SUB aims to localise the TOURISM 4 SDGs complementing regional & national sustainability policies and strategies. The SUB project aims to support the biking tourism industry and regional tourism innovation ecosystem to develop procedures to sustain the solid economic growth of the Arctic and peripheral rural areas. SUB will translate the sustainability pillars into the regional context, enabling the industry to grow sustainably and creating more job opportunities for future generations.
Equal opportunities and non-discrimination,	neutral	The issue of equal opportunities must be considered in the implementation of the project. Crossover collaboration does not explicitly address certain social groups or gender but needs the awareness of equal opportunities factors in the work package delivery. The project's long-term plan is to create new business opportunities, support the economic growth and potentially create new job opportunities in the participating regions.
Equality between men and women.	neutral	Equal representation of men and women in the project organisation and decision-making. The project supports crossover collaboration but will, when needed, also try to rectify "gendered" imbalances by ensuring that the implemented activities, products and services produced by the project do not generate discrimination based on gender.

## C.8 Long-term plans

Projects should have a long-lasting effect for the relevant target groups in the programme area. Please describe below how this will be ensured.

### C.8.1 Ownership

Please describe who will ensure the financial and institutional support for the outputs (and relevant deliverables) developed by the project, and explain how they will be made available at local and/or transnational level.

The novelty of the SUB project is in the role of the partners in the project and the regions. They all are essential orchestrators in the regional ecosystem. SUB consortium partners have the financial capacity and commitment to implement the SUB as proposed aiming to provide the best value for the target groups. Lessons learned from the core deliverables will be followed, updated (ad hoc think tank, tool kit, master plan etc.), and applied after the project (CB, peer-to-peer etc.) Regional focus group work guarantees the relevance and ownership of the deliverables. As part of the communication, the SUB partners will disseminate the SUB deliverables in the regional events with focus group representatives.

SUB deliverables' visibility is based on total transparency, open access and availability via the project website. Increasing the awareness of open access will be campaigned through active regional (native language) and interregional use of social media channels.

### C.8.2 Durability

Outputs and deliverables should be made available and used by relevant target groups (project partners or end users) after the project's lifetime, to have a lasting effect in the programme area. Please describe how and by whom the outputs and deliverables will be used after the end of the project.

SUB partnership took its shape to continue to deliver the critical project outputs in their core work once the project funding period is completed. The target and focus groups form the ground for the monitor the relevance of the project activities, deliverables and outputs. The critical involvement of micro and SMEs at all project stages will ensure a bottom-up approach to developing the project outputs and deliverables, providing ownership. SMEs and micro-enterprises will directly benefit from this productive investment through improved service provision.

The industry's future depends on its capacity to modernise the services and products and to use of digital solutions. Skilled labour is needed. Involvement of the regional education providers and tourism students in the regional focus group work to ensure accountability. Business support organisations and local and regional authorities will also be important in the regional focus group work and benefit from the deliverables.

### **C.8.3 Transferability**

Please describe how outputs and deliverables could be adapted or further developed to be used by additional target groups or rolled out in other territories beyond the partnership. How will communication activities make relevant groups aware of the available outputs and deliverables?

The SUB approach builds on the SUB regions' knowledge base and its best possible utilisation. That is matched by the clustering activities aiming to strengthen the regional tourism ecosystem. The exchange of experiences and learning from those experiences will provide tools for the regional tourism ecosystem actors to overcome weaknesses and deal with threats. Sustainable BT is based on the balanced management of the sustainability pillars. The use of the existing knowledge in new innovative ways can be adapted and further developed by additional target groups and beyond the partnership. The SUB voucher to implement innovative solutions in businesses linked with CB and peer-to-peer schemes could be easily transferred and adapted to other industries, additional target groups, and territories.

Periodical IMs are always open for a wider audience, and RM and RW will have components for participation beyond the focus group. SUB communication is transparent and uses social media.