

**Cooperation Programme**  
**Interreg V-A Greece-Bulgaria 2014-2020**

**“Market Changer”**

**“MarCh”**

**MIS Code: 5070788**

*Project Website: <http://marchproject.eu>*

**Deliverable 1.4.3**  
***CB Coordination Meetings***

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The Project is co-funded by the European Regional Development Fund (ERDF) and by national funds of the countries participating in the Interreg V-A “Greece-Bulgaria 2014-2020” Cooperation Programme



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**Deliverable 1.4.3**  
***1st COORDINATION MEETING (ONLINE)***  
***October 5, 2021***

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INTERREG V – A  
COOPERATION PROGRAMME GREECE – BULGARIA 2014-2020

**Market Changer (MIS Code: 5070788)**

**MarCh**

**AGENDA**

**1st COORDINATION MEETING (ONLINE)**

**October 5, 2021**

**10:00 a.m.**

<b>TIME</b>	<b>SUBJECT</b>
<b>10.00 - 10.05</b>	<b>Welcome Address by</b> Mr. Antonis Frantzis, Federation of Commerce and Entrepreneurship Thrace
<b>10.05 - 10.30</b>	<b>Introduction of the Participants</b> Presentation of the organization by each Beneficiary (max. 5 minutes per Beneficiary)
<b>10.30 - 10.45</b>	<b>MarCh Project Overview - the Scope and the Philosophy of the Project</b> Mr. Sakis Kamoschos, TRANSCOOP
<b>10.45 - 11.00</b>	<b>Organizational Structure of the Partnership</b> Ms. Tatiana Vasileiou, TRANSCOOP
<b>11.00 - 11.30</b>	<b>Timetable and discussion on deliverables and tasks by each partner</b> Mr. Sakis Kamoschos, TRANSCOOP
<b>11.30 - 11.50</b>	<b>The Financial Management of the Project</b> Ms. Tatiana Vasileiou, TRANSCOOP
<b>11.50 – 12.10</b>	<b>Specs of Deliverable 3.1, Mapping areas</b> Mr. Sakis Kamoschos, TRANSCOOP
<b>12.10 – 13.00</b>	<b>Q&amp;A – Closing Remarks</b>

**INTERREG V – A**  
**COOPERATION PROGRAMME GREECE – BULGARIA 2014-2020**

**Market Changer (MIS Code: 5070788)**  
**MarCh**

**MINUTES OF MEETING**  
**1st COORDINATION MEETING (ONLINE)**

**October 5, 2021 10:00 a.m.**  
**Location: video conference**

On 5<sup>th</sup> of October 2021 was held the first coordination meeting of the MarCh Project. It was attended by:

**LB - Agency For Transnational Training And Development.**

1. Mr Athanasios (Sakis) Karamoschos
2. Ms Soultana – Anastasia (Tatiana) Vasileiou

**PB2 –Center of Hellenic Commerce and Entrepreneurship Development**

3. Mr Kostas Samourelis

**PB3 - Bulgarian Industrial Capital Association**

4. Rossi Steliyanova

**PB4 - Federation of Commerce and Entrepreneurship of Thrace**

5. Antonis Frantzis
6. Emmanouilidou Olga

The representative of **PB5- Regional Industrial Association – Karjali** could not attend the meeting because of health issues.

**Invited Speaker:** Mrs Styla Kiriaki the Financial Officer of the INTERREG “Greece-Bulgaria 2014-2020 and the Project Officer of our MarCh Project.

Record-keeper: Ms. Emmanouilidou Olga – PB4

## 1. WELCOME

Mr. Antonis Frantzis the President of Federation of Commerce and Entrepreneurship of Thrace opened the meeting and welcome all the partners participating to the 1<sup>st</sup> coordination meeting of MarCh Project.

## 2. INTRODUCTION OF THE PARTICIPANTS

Mr. Antonis Frantzis started by presenting the Federation of Commerce and Entrepreneurship of Thrace its aims and its objectives.

Following Mr Sakis Kamoschos made the presentation of Transcoop Company. Then Mr Samourelis made a presentation of the Hellenic Confederation of Trade and Entrepreneurship. Finally Ms Steliyanova made the presentation of Bulgarian Industrial Capital Association.

## 3. March Project Overview – the scope and the philosophy of the project

Mr Kamoschos made a MarCh Project overview by presenting a detailed description of a project's goals and objectives, the steps to achieve these goals, and the expected outcomes. He mentioned the appropriate information channels and communication characteristics for the partners. He presented the opportunities for entrepreneurship developnet, depending on a number of factors such as bussess development, the local business environment, the Effective management, Extroversion and Innovation. He emphasized it is necessary to examine the above parameters and apply the appropriate strategy. Following he referred to the The MarCh Approach by explaining what MarCh project does.

## 4. Organizational Structure of the Partnership

Ms. Tatiana Vasileiou referred to the organizational structure of the project and she analyzed the responsibilities of the LB he noticed the responsibilities and objective of the Project Steering Committee (PSC) as well as the responsibilities of the partners. Following she presented the Start – Up Plan (STPP) a plan indicating the actions each PB shall implement during the 1<sup>st</sup> six months of the Project implementation.





Following Ms Vasileiou referred to the Financial Management of the Project and more specifically she mentioned the Project Cash flow, the procedure of PB's funding as well as the Management and Financial Procedures.

### **7. Specs of Deliverable 3.1, Mapping areas**

Next Mr Kamoschos presented the Mapping areas – Desk analysis and he referred to the areas' advantages and strengths, the objectives such as its weaknesses of the local enterprises are taken over by the BuSSes and transmitted to action to helping local businesses in becoming capable of exploiting their strengths for success and growth. Following he went over the economy of the area with mentioning to relevant data and characteristics. Then he made a brief Presentation of the Project Area as well as a SWOT analysis of the project area.

Continuously Ms. Mrs Styla Kiriaki the Financial Officer of the INTERREG “Greece-Bulgaria 2014-2020” and the Project Officer of our MarCh Project pointed out that the project seems to be well planned and well organized. There is a good communication channel with the LB of the project and that it is critical for all partners to stick to the timetable presented, in order to implement the project on time. She emphasized that one of the priorities is the accomplishment of the site of the program which has to be completed promptly.

At the end of the meeting, PB3 raised additional question regarding the modification request for state aid explaining that in Bulgaria the situation is different from Greece. There was a discussion with Ms Styla about the question raised and the relevant solutions should be followed.

The meeting ended at 12: 50.



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# Timetable and discussion on deliverables and tasks undertaken by each partner

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1st COORDINATION MEETING  
October 5, 2021



*Sakis Karamoschos*  
*Agency for Transnational Training and Development*

# The Timetable

year		2021												2022												2023			
month		13/4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	12/4			
<b>WP 1</b>	<b>PROJECT MANAGEMENT</b>																												
Action 1.1	Preparation Activities																												
Action 1.2	Establishing Partners' Management Structures																												
Action 1.3	7 CB Coordination Meetings						4		5			4		1				5		1				4					
Action 1.4	Ongoing evaluation																												
Action 1.5	First Level Control																												
<b>WP 2</b>	<b>PROMOTION &amp; COMMUNICATION</b>																												
Action 2.1	Communication Guide																												
Action 2.2	Web site and Logo																												
Action 2.3	Dissemination Material: Flyers, Brochures and usb sticks																												
Action 2.4	Kick off and Closing Conferences	depe nds on covi d																											
Action 2.5	Local Awareness Raising Seminars - 3												4	5									4						
<b>WP 3</b>	<b>Developing Strategies</b>																												
Action 3.1	Mapping Areas																												
Action 3.2	Elaborating Vision and Strategies with Local Stakeholders																												
Action 3.3	Communicating Vision and Strategies to Local Communities																												
Action 3.4	Semi Structured Research to Agri Food Businesses																												
Action 3.5	Synthesis of Results and Definition on Intervention Axes																												
<b>WP 4</b>	<b>Devising Business Support Structures' (BuSS) Infrastructure</b>																												

# Allocation of Activities to PBs - WP 1

Activities		Deliverables	PBs Involved	PBs' Role				
				LB	PB2	PB3	PB4	PB5
<b>WP 1</b>	<b>PROJECT MANAGEMENT</b>							
Action 1.1	Preparation Activities	Preparation Activities	LB	Preparation Activities				
Action 1.2	Establishing Partners' Management Structures	All PBs set up local management structures for coordinating local activities	All					
Action 1.3	7 CB Coordination Meetings	2 online and 5 conventional meetings	All	Organizing 2 SC meetings	Participation	Participation	Organizing 3 SC meetings (1 online)	Organizing 2 SC meetings (1 online)
Action 1.4	Ongoing evaluation	3 reports	LB	Designs questionnaires for project evaluation (3 times), assess results and compiles 3 reports				
Action 1.5	First Level Control	Expenditures verification	All					

# Allocation of Activities to PBs - WP 2

Activities		Deliverables	PBs Involved	PBs' Role				
				LB	PB2	PB3	PB4	PB5
<b>WP 2</b>	<b>PROMOTION &amp; COMMUNICATION</b>							
Action 2.1	Communication Guide	Communication strategy of the project	LB	Communication strategy of the project				
Action 2.2	Web site and Logo	Web site and Logo	LB	Web site and Logo				
Action 2.3	Dissemination Material: Flyers, Brochures and usb sticks	6000 Flyers, 2 Brochures (digital?) and 2500 usb sticks	LB, PB5	1 Brochure (digital?), 2X1500 flyers and 1500 sticks - GR-EN				1 Brochure (digital?), 2X1500 flyers and 1000 sticks - BG-EN
Action 2.4	Kick off and Closing Conferences	Kick off and Closing Conferences in Alexandroupolis and Kardjali	All	Participation	Participation	Participation	Organizing the Kick off Conference	Organizing the Closing Conference
Action 2.5	Local Awareness Raising Seminars - 3	Komotini, Kardjali, Xanthi	All	Participation in GR	Participation in GR	Participation in BG	Organizing seminars in Komotini and Xanthi	Organizing seminar in Kardjali

# Allocation of Activities to PBs - WP 3

Activities		Deliverables	PBs Involved	PBs' Role				
				LB	PB2	PB3	PB4	PB5
<b>WP 3</b>	<b>Developing Strategies</b>							
Action 3.1	Mapping Areas	2 Studies	LB, PB3, PB5	Designing methodology and specs for study, elaborating texts on the area's strengths / weaknesses, on its economic fabric and entrepreneurship structure, investigating competitiveness' level and strategies, compiling and editing study on the economic profile, prospects and shortcomings of the area of Thrace - GR		Taking up methodology of LB and properly adapting it to the local conditions, conduct and edit study on the economic profile, prospects and weaknesses of the district of Kardzhali - BG		Situation analysis of the economy of Kardzhali district. Strengths and weaknesses of the area will be described besides general features, main challenges and opportunities described, prospects for further development pointed out.
Action 3.2	Elaborating Vision and Strategies with Local Stakeholders	2 Studies	LB, PB3, PB4, PB5	Elaborating findings of activity 3.1.1, shaping development strategies for the area and the local businesses, presenting and discussing them with the local stakeholders, formulating the local competitiveness		Elaborating findings of activity 3.3.1, shaping development strategies for the area and the local businesses, presenting and discussing them with the local stakeholders, formulating the local competitiveness vision and	Cooperating with LB's and PB3's staff on defining vision and strategies on the area, communicating and agreeing with local stakeholders on vision and strategies, collecting data and material on the area, preparing texts, communicating with staff of stakeholders	Cooperating with LB's and PB3's staff on defining vision and strategies on the area, communicating and agreeing with local stakeholders on vision and strategies, collecting data and material on the area, preparing texts, communicating with staff of stakeholders
<i>Sakis Karamoschos, October 5, 2021</i>								

# Allocation of Activities to PBs - WP 3

Activities		Deliverables	PBs Involved	PBs' Role				
				LB	PB2	PB3	PB4	PB5
<b>WP 3</b>	<b>Developing Strategies</b>							
Action 3.3	Communicating Vision and Strategies to Local Communities	5 events with local area's stakeholders	PB4, PB5	Participation in GR	Participation in GR	Participation in BG	Organizing 3 events in 3 areas of Thrace, with the local area's stakeholders to communicating the elaborated strategy on the area's competitiveness, gaining them as allies for the project interventions	Organizing 2 events with the local area's stakeholders to communicating the elaborated strategy on the area's competitiveness, gaining them as allies for the project interventions
Action 3.4	Semi Structured Research to Agri Food Businesses	2 Researches	LB, PB3, PB5	Setting up methodology and specs for research, designing questionnaire, selecting and contact businesses and organizations to interviewing, processing results of questionnaires, preparing report - GR		Taking up methodology from LB and adapting it to local conditions, design questionnaire, select and contact businesses and organizations to interviewing, process results of questionnaires, preparing the report - BG		Cooperating with the team of PB3 to organizing the research at local level in Kardzhali, elaborating methodology and content aspects of the questionnaires - interviews, communicating with the businesses and bodies, cooperating on preparing the final report, , coordinate interviewers etc

Sakis Karamoschos, October 5, 2021

# Allocation of Activities to PBs - WP 3

<i>Activities</i>		<i>Deliverables</i>	<i>PBs Involved</i>	<i>PBs' Role</i>				
				<i>LB</i>	<i>PB2</i>	<i>PB3</i>	<i>PB4</i>	<i>PB5</i>
<b>WP 3</b>	<b>Developing Strategies</b>							
Action 3.5	Synthesis of Results and Definition on Intervention Axes	2 Reports	LB, PB3	Elaborating outputs of Activities 3.1-3.4, making their synthesis, formulating intervention axes towards competitiveness of enterprises of Thrace		Elaborating outputs of Activities 3.1-3.4 and making their synthesis to interventions axes for the district of Kardzhali		

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Thank You for Your Attention!

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*Sakis Karamoschos*  
*Agency for Transnational Training and Development*



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# The Financial Management

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1st COORDINATION MEETING  
October 5, 2021



*Tatiana Vasileiou*  
*Agency for Transnational Training and Development*

# Funding – Cash Flow

- ERDF Contribution - 85%
- National Contribution – 15%

To provide a sound financial management, **all PBs must have a dedicated interest-free bank account in EURO for the purpose of the project implementation.**

# PBs' Funding

- PBs located in Greece will receive ERDF and national contribution from the Greek Public Investment Account Programme.
- Bulgarian Beneficiaries: The Certifying Authority transfers the ERDF (85%) contribution to the bank account of the LB. The LB shall further transfer the respective contribution to the PBs.
- The national contribution of Bulgaria (15%) is ensured by the Ministry of Regional Development and Public Works.

The ERDF amounts will be transferred after the verification of the expenses by the controller

# Management and Financial Procedures

- Reporting
- Expenditures Verification - FLC
- Modification Requests

# Progress Report

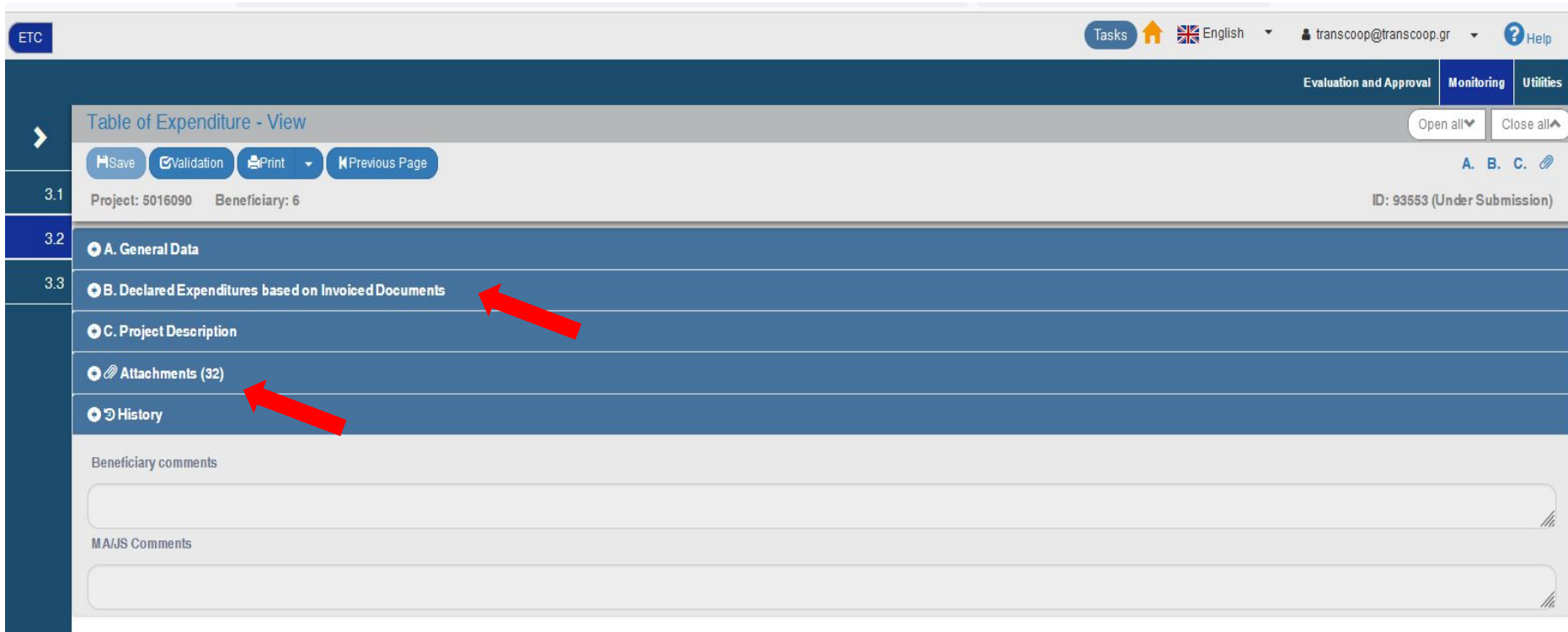
- The LB submits a Progress Report to the JS every six months via MIS, in accordance to the following:

January - June	20th of July of the respective year
July – December	20th of January of the following year

- PBs should fill in the xls. template (narrative and financial part) and send it to the LB

# Verification of expenditures

- PBs submit the Table of Expenditures via MIS (<https://logon.ops.gr>)
- Also submit all the necessary documents required for the realisation of the expenditure as well as the supporting documents described in Annex 8.2



ETC

Tasks Home English transcoop@transcoop.gr Help

Evaluation and Approval **Monitoring** Utilities

Table of Expenditure - View

Open all Close all

Save Validation Print Previous Page

A. B. C.

3.1 Project: 5016090 Beneficiary: 6 ID: 93553 (Under Submission)

3.2 A. General Data

3.3 **B. Declared Expenditures based on Invoiced Documents**

C. Project Description

Attachments (32)

History

Beneficiary comments

MA/JS Comments

# Expenditure Categories

- Staff costs
- Office and administration expenditure (O & A)
- Travel and accommodation costs
- External expertise and services costs
- Equipment expenditure
- *Infrastructure.*

# Staff costs (1/2)

Expenditure on staff costs shall consist of gross employment costs of staff employed by the beneficiary in one of the following ways.

- Full time
- Part - time with a flexible number of hours worked per month
- Part - time with a fixed percentage of time worked per month  
or
- on an hourly basis.

*The expenditure shall be related to responsibilities specified in the job description of the staff member*



# Staff costs (2/2)

## Supporting documents for verification

- Decision of the beneficiary 's management which specifies the working team
- Labour contracts, and data on the selection procedure (e.g. call, evaluation, decisions etc.) when staff have been hired for the project
- Decisions of the management regarding the recruitment of staff with reference to the relevant legislation that specifies the recruitment process
- Monthly timesheets
- Reports on the produced, by the staff, work during the respective period. The reports should be verified by the responsible for the activity
- Signed payrolls / payslips / proofs of bank deposits / other supporting documents (i.e employment taxes, social security)

# O & A expenditure

“Operating and administrative expenses of the beneficiary organisation that support delivery of the project activities.”

In MarCh Project those indirect costs are calculated at a flat rate of up to **15% of the staff cost**

Beneficiaries do not need to provide any supporting documents

*For PB5 only: O&A costs are calculated at a real cost basis*

- *The following are submitted: invoices, receipts and documents of payment.*

# Travel and accommodation costs (1/3)

- The travel and accommodation costs are eligible only for the staff of beneficiary organisations that relate to delivery of the project.
- Travel and accommodation expenses related to individuals other than staff directly employed by the beneficiaries of the project (external experts), have to be included in the “**External expertise and services costs**”.
- Maximum daily rates for hotel and subsistence should be respected, in line with national legislation or internal policy of the partner organisation

# Travel and accommodation costs (2/3)

- travel costs (e.g. tickets, travel and car insurance, fuel, car mileage, toll, and parking fees)
- the costs of meals
- accommodation costs
- daily allowances.

# Travel and accommodation costs (3/3)

## Supporting documents for verification

- Decision for travelling according to the institutional framework of the beneficiary.
- Invitation, agenda, photographs and/or minutes, presenting the time, duration, venue as well as signed list of participants for all the days of the meetings.
- Travel report/Report on the travel expenditure according to the institutional framework of the beneficiary.
- Documents proving that the journey actually took place (Tickets, tolls and parking invoices, fuel invoices, boarding pass etc)
- The use of taxi or the rent of a car shall be justified
- Hotel invoices
- The beneficiary's regulation on the level of the subsistence allowances, the kilometre allowance for using private car etc.
- Subsistence allowances (only for staff)

# External expertise and services (1/2)

External expertise and service costs include expenditure paid on the basis of contracts or written agreements, against invoices or requests for reimbursement to external service providers who are subcontracted to carry out certain tasks/activities linked to delivery of the project (e.g. studies and surveys, translation, newsletter development, coordination, financial management, first level control).

*In accordance of Regulation (EU) No 481/2014 Article 6*

# External expertise and services (2/2)

## Supporting documents for verification

- Contract and documents for the **award procedure** (call, tenders, evaluation, decision etc.), in compliance with the applicable EU, national and internal public procurement rules.
- Invoices with reference to the project
- Deliverables and certificate of acceptance of deliverables
- Documents of payment
- Photographs in case of workshops, conferences etc.

# Equipment expenditure (1/2)

Expenditure for the financing of equipment either purchased, or rented or leased by a partner, necessary to achieve the objectives of the project.

PB4 and PB5:

- Purchase of 12 computers
- Purchase of office equipment (chairs, desks, boards etc)

*Second hand equipment is eligible*



# Equipment expenditure (2/2)

## Supporting documents for verification

- Contract and documents for the **award procedure** (call, tenders, evaluation, decision etc.)
- Certificate of acceptance of products
- Registration of the equipment in the accounting system according to the national accounting rules (e.g. Register of fixed assets presenting the registration of the equipment)
- Invoices and dispatch notes with reference to the Serial Number of the equipment.
- Documents of payment
- Licenses to set and operate the equipment, where required.

- Greek PBs should sign a contract with one of the three controllers Unit C will suggest
- For the Bulgarian PBs, there is a Registry of Controllers in the Ministry of Regional Development and Public Works. For more details, please contact your National Authority.

# Modification Requests

There are (3) types/levels of Project Modifications:

1. Modifications by the Beneficiaries with notification of the JS / MA
2. Modifications approved by the Managing Authority
3. Modifications approved by the Monitoring Committee

**The discounts of the contracts are not subject to modifications and any respective savings shall be returned to the Programme. Only in exceptional cases these discounts can be reused and/or re-allocated in the project through a modification approved by the Monitoring Committee.**

# Modifications with notification of the JS / MA

- Administrative Information in the AF such as: **changes of contact details, addresses and other data of minor significance or Modification of bank accounts**
- Adjustment of the Specification/justification of budget cost that does not affect the scope of the project or any information in the AF
- Adjustment of starting and ending dates of work packages **without affecting the overall end date of the project**
- Adjustment between the respective budget categories and/or work packages for amounts **up to 10% of the total budget of the project**, only in cases where there is no change of the scope of the project

# Modifications approved by the Managing Authority

- Reallocation between the respective budget categories and/or among work packages for amounts up to 20% of the total budget
- Extension of the date set for closing project implementation activities, if not affecting the achievement of the target set by the n+3 rule
- Reallocation of resources between beneficiaries from the same Member State, at the same ERDF rate of contribution, which may result in a change equal to or less than 10% of the project budget

# Modifications approved by the Monitoring Committee

- Reallocation between the respective budget categories or between actions for amounts greater than 20% of the total budget of the project
- Reallocation of resources between beneficiaries from the same Member State which may result in a change greater than 10% of the project budget
- Changes to the nature of the project and in particular to the objectives and the expected results
- Modification to the composition of the partnership
- Modifications decided by the Monitoring Committee on the basis of sound financial management
- Reallocation of resources between beneficiaries from different Member States
- Addition of new activities leading to the increase of the project budget

# Modification Requests

- The PBs should send a signed letter to the LB justifying the request
- The LB consolidates the requests of the PBs to an overall request and sends it to the JTS
- The submission of a modification request is decided by the PSC

*Approval of project changes should not be considered as an automatic procedure.*

# In General

- Official Language of the Project as applies to the Programme is EN
- The beneficiaries should respect the provisions of the Regulations on ERDF publicity rules and the Programme publicity rules.
- All the prototype documentation shall be signed and stamped by the beneficiary. The stamp must include the project acronym, the Programme and in those cases that is necessary, the percentage of the eligible amount.
- The beneficiaries must maintain the payments in a separate accounting system or an adequate accounting code.
- All contracts should contain the acronym of the project and the Programme.



# Supporting Documents

<http://www.greece-bulgaria.eu/com/17> Documents-for-project-implementation

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*Tatiana Vasileiou*  
*Agency for Transnational Training and Development*

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## 3.1 Mapping Areas - Desk Analysis

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1st COORDINATION MEETING  
October 5, 2021



*Sakis Karamoschos*  
*Agency for Transnational Training and Development*

# 3.1 Mapping Areas - Desk Analysis

## The Objective

- The areas' advantages and strengths, its weaknesses (S&W) of the local enterprises are taken over by the BuSSes and transmitted to action to helping local businesses in becoming capable of exploiting their strengths for success and growth
- Situation analyses on the 2 areas help to formulating visions and growth strategies

# 1. Brief Presentation of the Project Area

- A short description of the area, its geographic location, the surface, the population
- The administrative structure: the Prefectures/ Districts, the Municipalities, main urban centers etc.
- The physical characteristics (mountainous, lowland, etc.)
- The climate
- The cultural heritage
- The transport infrastructure
- The administrative infrastructure

## 2. Demographic and Social Characteristics of the Population

- Population change, by Prefecture/ District, urban center etc.
- Aging index, dependency index
- Educational level of the population

# 3. The Economy of the Area (1)

## 3.1 Evolution of the Gross Domestic Product (GDP) - Gross Value Added (GVA)

- Evolution of the GDP, data by sector and by Prefecture/ District (administrative entity)
- GDP per capita - evolution (last decade)
- GDP/ GVA by sector (primary, secondary, tertiary sector) and by main branch of economic activity
- Particular characteristics of the GDP (most dominating sectors/ branches)

# 3. The Economy of the Area (2)

## 3.2 Active Population – Employment - Unemployment

- Evolution of the Economic Active Population
- Employment by production sector and by branch of activity – evolution (last decade)
- Evolution of unemployment (by sector/branch)
- Results of Studies rel. to the Prospects of Professions-  
Critical Trends, Data and Needs of the Labor Market for  
Competences, Specializations, Skills



# 3. The Economy of the Area (3)

## 3.3 The Primary Sector

- Main characteristics of the primary sector (agriculture and livestock) (main agricultural land uses, main crops, quality products, PDO - PGI, etc., products highlighting the identity of the region, export-oriented products)
- Degree of processing of agricultural products -  
Enterprises processing crop and livestock products
- Size of holdings - businesses
- Current situation in the trade of agricultural products

# 3. The Economic of the Area (4)

## 3.4 The Secondary Sector

- Main characteristics (main forms of activity)
- Number, size and structure of enterprises by branch
- Exports
- Major companies in the sector
- Branches in crisis - emerging branches

# 3. The Economy of the Area (5)

## 3.5 The Tertiary Sector

- Main characteristics (main forms of activity)
- Number, size and structure of Companies per branch
- Major companies in the fields of commerce and the provision of services
- Tourism Infrastructure
- Visitors attracting poles
- Major companies in the fields of trade and the provision of services
- Industries in crisis - emerging Industries

# 4. Development Programmes

## 4.1 The Operational Programmes 2014-2020 & 2021-2027(?)

- The Key Strategies

## 4.2 Innovation - Smart Specialization Strategies (RIS3 and RIS4(?))

- The main thematic axes of the Strategy/ies
- Knowledge production and innovation in the area
- Innovation Transfer – Links bet. research institutions and the business community

## 4.3 Policies and action plans for development of employment, HR and entrepreneurship

- Main strategies

# 5. Development Organizations and Bodies Supporting Entrepreneurship

- Local Development Organizations
- Research Institutions
- Education and training institutions
- R&D Institutes
- Institutions for the promotion of products – businesses (fairs, exports' organizations etc.)
- Professional organizations – Chambers - Associations etc.
- Other cooperative forms (clusters, cooperatives, producer groups etc.)

# 6. Funding Growth and Entrepreneurship

- Financing the development action in the area
- Major programs of the recent period
- Sectoral focus of the programs

# 7. SWOT ANALYSIS OF THE PROJECT AREA

## 7. Analysis of the Strengths and Weaknesses of the Area (SWOT ANALYSIS)

## 8. SWOT ANALYSIS OF THE LOCAL ENTREPRENEURSHIP

Analysis of Strengths and Weaknesses of the Local Entrepreneurship (Business Environment and Local Businesses) – *a1st Approach*

- This is a 1st approach to the strengths and weaknesses of the local businesses based on the data of the present study. A 2nd approach to be done after completion of action *3.4 Semi structured Research to Agri Food Businesses - Local Researches*



# Potential Data Sources (indicative)

## Official sources:

- National Statistics' Service (GR/ ELSTAT)
- EUROSTAT
- Data from Chambers (of industry/ commerce, tourism etc.)
- Studies of Professional Organizations
- Operational Programmes
- Local Action Plans (of Regional Authorities, Municipalities, etc.)
- Studies of Official Institutions

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# Contractual Procedures - Organisational Structure of the Partnership

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1st COORDINATION MEETING  
October 5, 2021



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# Standard Contractual procedures

The main official contracting documents of the project are:

- Subsidy Contract
- Partnership Agreement
- The Application Form (AF, JoB, STPP)

# The Subsidy Contract

- It's a contract between the MA and the LB
- It determines
  - the funding conditions for the whole partnership
  - the amounts for funding
  - the Responsibilities of the LB
  - the Responsibilities of the partnership

# The Partnership Agreement

- It's a contract among the PBs
- It determines
  - The basis of cooperation between the partners
  - The formation of the partnership
  - The organs of the Partnership
    - The LB
    - The Project Steering Committee (PSC)
    - The PBs

# Organisational Structure (1/3)

The LB:

- is responsible for the overall coordination, management and implementation of the project
- ensures the timetable and the proper implementation of the project activities
- receives and transfers the ERDF contribution for the PBs who are not located in Greece.
- is responsible for submitting the progress reports
- addresses requests for project modifications

# Organisational Structure (2/3)

## The Project Steering Committee (PSC):

- is the supreme decision-making body
- is responsible for all decision making during the project
- deals with the monitoring of the progress of works and with emerging difficulties
- is chaired by the LB. **PBs should assign one regular and one deputy representative each**, with sole voting right
- meets 7 times at the transnational meetings
- Minutes of the PSC should be taken



# Organisational Structure (3/3)

The PBs are responsible for:

- Carrying out the specific activities set out in the Application Form
- Providing all information, documentation and data required to the LB for the preparation of reports of any kind to the JS/MA or any other structure of the Programme.
- Submitting expenditure for verification to the designated Controllers. Verified expenditure must be submitted to the LB as soon as the certificate is received, in order to assist the reporting and reimbursement procedures
- Notifying the LB of any factors that may affect implementation of the project in accordance with the work plan

# Starting up - Working team

PB's should :

- appoint the working team
  - Permanent staff (name, budget, deliverables involved)
  - Temporary staff in the context of the Project (budget, deliverables involved)
- Recruit the temporary staff
- Prepare the specifications for the tenders to be launched
- Launch tenders in accordance with the Start - up Time Plan and Procurement Plan (STPP)

# Start – Up Plan (STPP)

It's a plan indicating the actions each PB shall implement during the 1<sup>st</sup> six months of the Project implementation.

Although dates are not obligatory, it's recommended for all PBs to stick to the Plan.

START-UP PLAN PROJECT "Market Changer"												
LB (PB1)		2021										
WP	Deliv.	Name Deliverable/actions	start date	end date	duration	April	May	June	July	August	September	October
WP1	1.1.2	Establishing Partners' Management Structures	13/04/2021	12/04/2023	24	Setting up Project Team	Setting up Project Team	Monitoring Actions	Monitoring Actions	Monitoring Actions	Monitoring Actions	Monitoring Actions
WP1	1.1.3	7 CB Coordination Meetings	01/09/2021	28/02/2023	18						Participating at 1st Meeting (online)	
WP1	1.1.4	Ongoing evaluation	01/07/2021	12/04/2023	21						Project Evaluation	Project Evaluation
WP2	2.1.1	Communication Guide	01/07/2021	30/09/2021	3				Designing communication guide	Designing communication guide	Designing communication guide	
WP2	2.1.2	Web site and Logo	01/07/2021	12/04/2023	21				Preparing content	Preparing content	Signing Contract - Developing Website and Logo	Developing Website and Logo - Operating Site
WP2	2.1.3	Dissemination Material: Flyers, Brochures and usb sticks	01/07/2021	12/04/2023	21					Preparing dissemination material	Preparing dissemination material	
WP3	3.1.1	Mapping Areas	01/07/2021	31/12/2021	6				Collecting material	Collecting material	Compliiing document	Compliiing document
WP3	3.1.2	Elaborating Vision and Strategies with Local Stakeholders	01/09/2021	31/01/2022	5						Collecting material	Processing material
WP3	3.1.4	Semi Structured Research to Agri Food Businesses	01/09/2021	28/02/2022	6						Designing research	Designing research

# Procurement Plan (STPP)

- According to the provisions on concluding public procurements, the implementation of a project with contract splitting and the award of partial contracts in order to avoid conducting a unique tendering procedure of the total budget, is not legal.
- Thus, each PB shall launch a unique tender regarding actions with similar content (consulting, digital tools etc).

# Procurement Plan (STPP)

For example, all deliverables related to digital tools are included in tender 1. Dates and tender procedure duration are presented in the Plan. Although dates are not obligatory, it's recommended for all PBs to stick to the Plan.

WP	Del.	Budget line	Brief description of the tender- Steps to be followed, etc	Tender Nr.	Type of tender	Amount of tender (€)	Estimated Date of launching (MM/YYYY)	Estimated Date of tender closure (MM/YYYY)	Estimated Date of Contract granting (MM/YYYY)	Estimated tender Procedure duration (months)
WP4	D4.3.3	External Expertise and Services	Development and maintenance of the Digital Data Base for Branch Professional, the Labor market digital platform and the Digital market place with business' assessment tool 1. Preparation of tender documents - technical requirements - art.18, par. 1, point 13 from Public procurement law; 2. Sending inquiries to three companies for submission of price offers; 3. Evaluation of offers; 4. Contractor selection; 5. Signing Contract	Tender 1	Direct negotiation (3 offers)	5.000,00 €	1/2/2022	31/3/2022	30/4/2022	3,0
WP4	D4.3.4					6.020,00 €				
WP4	D4.3.5					6.000,00 €				

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# MarCh Project Overview – the Scope and Philosophy

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# The Challenge

- Restructuring of the global economy as a result of the globalization of the trade
- Concentration of the trade in a number of multinational chains
- Disruption of local economies, businesses shut down, local crises

*Is there a way out?*



# The Prospects

- Multinational chains are not something unique and homogeneous
  - Different strategies
  - Several advantages (low production costs – low pricing, direct response to demand, innovative products, fashionable products etc.)
- Free space for local enterprises to act and become competitive, if appropriate strategies deployed

*Nonetheless local enterprises have to survive*

# The Opportunity/ies

- The opportunities for local businesses differ, depending on a number of factors
  - The industry
  - The local business environment
  - The HR
  - Effective management
  - Extroversion
  - Innovation etc.
- Necessary to examine the above parameters and apply the appropriate strategy

*Locate the S/Ws*

# The MarCh Approach

- Examining the above topics sets a challenge for the local enterprises
- Mission of the business' collective bodies
  - Investigating the environment
  - Locating S/Ws
  - Design strategies
  - Help their members to adapt

*Not once, always*

# What does MarCh do? 1/3

- Sets up the framework to business competitiveness
  - Examining economic environment
  - Specifying businesses' needs
  - Formulating vision and strategies for development
- Establishes Supporting structures for enterprises (tangible support)
  - Operates BuSSes
  - Provides digital infrastructure (DB for professionals, labor market platform, marketplace with assessment tool)

# What does MarCh do? 2/3

- It operates the BuSSes
  - S/Ws Diagnostics for 50 enterprises
  - Coaching Business Plans
  - Counseling
  - Training on selected issues
  - Networking actions
    - at B2B level, at CB level, with bank representatives, with experts etc.

# What does MarCh do? 3/3

## Provides for Sustainability

- Valorizes gained experience – assessment
- Plans for the future – Business Plans for BuSSes
- Secures the implementation – CB Monitoring Structure

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