



MEDOSSIC

*Mediterranean organization structure and strengthening
of innovation capacities for sustainable development
no. 1G-MED08-289*

Strategic and Operational Plan in the Region of Crete

Med Programme

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1 IDENTIFICATION SHEET

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Abstract (for dissemination)	<p>The present Strategic & Operational Plan (SOP) aims to become a practical tool for the implementation of the regional eco-innovation strategy. It describes specific objectives and activities with which to stimulate the development of eco-innovation. The aim is to strengthen diffusion and broad application of innovative environmental management technologies and to integrate green systems into the local economy. SOP recognises the need for institutional change and suggests innovative cooperation modes among research institutions, public and private bodies. A new Support Structure is designed to stimulate cooperation and inspire commitment of local stakeholders in the strengthening of the regional eco-innovation capacity. Within SOP we identify priorities for the allocation of funds and suggest the shift of applied research in subjects more relevant to local needs. Among others, we suggest pilot testing of new green technologies and the implementation of Pilot Projects with which to test the feasibility of the new institutional structure.</p>

2 EXECUTIVE SUMMARY

The present Strategic & Operational Plan (SOP) is aimed to identify a model of sustainable eco-innovation strategy for the region of Crete, with which to utilise the entire environmental research infrastructure and scientific community, promote active participation of the local population and motivate local actors towards a more collaborative approach for sustainable development.

SOP is aimed to contribute to the identification of the institutional framework that supports regional eco-innovation, and recognize the main actors who can strengthen the development of eco-innovation in practice. The skills and competences of these actors are expected to create the critical mass, necessary for the development of successful initiatives towards Green Growth.

The environmental research infrastructure in Crete involves more than 50 research laboratories and at least 3 business incubators operating within the 6 research and educational institutes of Crete. It also refers to regional initiatives which led in the foundation of the Innovation Pole of Crete in 2008. A Pilot Structure quite promising for the future of innovation in Crete. Essential support mechanisms also exist in the renewable energies sector (Energy Centre of Crete) and the water supply and water treatment sector (OANAK and OADYK), as well as waste management and recovery (i.e. DEDISA, OADYK, etc.), the biotechnology, medicine and ICT sectors also.

The identification of the Strategic and Operational Plan for the development of eco-innovation in the region of Crete involves a participatory event that took place in Heraklion on March 19, 2010 and it aimed to illustrate the thoughts and suggestions of local stakeholders in the subject/process of eco-innovation. SOP is also based on the references drawn and the results achieved through the previous steps of MEDOSSIC project, namely the Existing Situation Analysis, the Good Practices Investigation, the Benchmarking and the Synthetic Diagnosis.

The references drawn from ESA with regards to the activity of the research institutes showed that more than 50 laboratories operate within the research institutes of the island in the fields of environmental technologies and management of natural resources. These research laboratories may embody the breeding of new eco-innovative technologies and produce benefits to the local economy, society and natural environment either directly or indirectly. The eco-innovation potential of the island is also enhanced with the presence of research and educational bodies which have a core environmental profile such as the Hellenic Centre of Marine Research and the Mediterranean Agronomic Institute of Chania, MAICH. MAICH together with the Environmental Engineering Department of the Technical University of Crete are the key partners of the Centre of Innovation in Chania that created the virtual incubator for agro-food sector.

Despite the good performance of Crete with regards to innovation in general, ESA identified the need for a more interactive approach between the Productive Sectors (enterprises) and the rest stakeholders (Universities, Local Authorities, Development Organisations etc.) of the regional eco-innovation system.

In particular, the existing situation analysis indicated that the most important difficulties for the development of eco-innovation in Crete are classified into 7 categories of barriers, which are related to the:

- ⌘ Organization of the national R&D and (eco)innovation system,
- ⌘ Limited access of SMEs to skilled personnel
- ⌘ Negligent management of research results and (eco) innovation in particular
- ⌘ Lack of infrastructure providing support to eco-initiatives
- ⌘ Lack of adequate channels for SMEs to exploit financial mechanisms
- ⌘ Limited diffusion of information towards SMEs, as well as other relevant
- ⌘ Marco and micro economic barriers

On the other hand the experience from the investigation of Good Practices, showed how researchers may “easily” turn to be successful entrepreneurs even when they do not operate within an incubator. This is usually the case when research projects are market oriented from the very beginning and when they cover the needs of local economy (i.e. HUMO OLEA) or utilise the resources available (i.e. BIOAROMA). Another type of eco-innovator is a fully informed and sensitised entrepreneur who is willing to take the risk to invest in some “crazy idea” (i.e. MILIA). In any case empowerment, commitment, capital investment and consultation are always a prerequisite.

On the other hand, the initiatives of the public sector usually depend on the availability of financial resources mainly from European Funds.

The enterprises that record more innovations and have developed various green initiatives are usually medium with more than 250 employees and most often big enterprises. The most successful and innovative enterprises in Crete are active in the sector of manufacturing and in particular the manufacturing of plastics used in agriculture or the production of other packaging material.

The reference that the SMEs in Crete, lack of adequate support with regards their environmental compliance and the development of innovative green products and services led to the need to institutionalise a Pilot Structure active in trying to promote results of environmental research and encourage adaptation of environmental technologies and eco-friendly practices within SMEs.

The operational plan and the Pilot Project identified within the SOP of OANAK for MEDOSSIC project fully incorporate the central objective of the European Charter for Small Business (July 2000): *“To create top-class small business support systems, easy to understand and relevant to the needs of business”*. It also integrates the objectives of the Lisbon Strategy: *“To become the most competitive and dynamic knowledge based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion”* as this is transferred within the European Strategy for 2020: *“a European strategy for Smart, Sustainable and Inclusive Growth”*¹. It is important to recognise that the European Strategy for 2020 incorporates the principle of eco-innovation in all its operational objectives. It also recognises the need to promote cooperation among key innovation actors and suggests that cooperation among Research Institutes and Universities, Enterprises and Public bodies is one of the most important obligations on behalf of member-states under the flagship for the “Creation of an Innovation Union. To this end, SOP aims to identify the sectors of high priority which may comprise the vehicle to demonstrate successful performance towards regional green growth.

The potential of these sectors is associated with the number of enterprises, their share in total employment and the growth of the Gross Added Value within the last 5 years. It is also related to the records and demonstrations of Good Practices, the performance of

¹ Communication from the Commission, March 2010

relevant research activity in the island, or the presence of research infrastructure as well as public bodies and institutions specialised in the field. Hence, when considering the supportive structures which are currently present in the island, what is mainly needed are research projects and support structures that promote eco-innovation in a more systematic way with emphasis given on the sectors of agro-food, tourism, construction, environmental management, and land and sea transport. Crete maintains substantial infrastructure in these fields while research laboratories are active in additional sectors. Experience from the support structures for the agro-food and biotechnology sectors within TUC and FORTH should also be broadly transferred and further stimulated². Considering the above, we conceptualized the regional strategy for the strengthening of eco-innovation capacities within a strategic vision that is concentrated in the following sentence:

“Transform Crete into the most successful example of eco-innovative insular region in the Mediterranean with great investments in environmental technology, talented human resources and significant expertise in environmental management applications”.

We identified the operational objectives that facilitate the materialization of this vision according to the local needs for intervention and we evaluated a number of specific sector SWOT analyses considering the regional eco-innovation perspective³. Finally, we identified a key action that is the establishment of a Pilot eco-innovation support structure and we described its organizational chart, roles and competences of the actors involved, mission, objectives and activities, as this would constitute the vehicle for the materialization of the operational objectives.

In particular, the Pilot Structure will facilitate the implementation of the Operational Plan and represent a structure that contributes to the:

- Environmental technology transfer among existent business and research centers through the creation of eco-clusters
- Broad application of environmental Management Systems with on-the-job training for entrepreneurs and SMEs in cooperation with experienced environmental consultants
- Identification of tailor made support services and fund raising for the installation of new green technologies within existent enterprises
- Early and effective response of SMEs to the challenges of Climate Change and the adaptation of the production and the supply chain modes of their products and services
- Provision of environmental consultation relevant to new business ideas with regards to their environmental impact and the assessment of their Cost and/or Benefits to climate change, natural resources and biodiversity.

Of course, the materialisation of these goals and the implementation of the operational objectives of SOP, needs adequate funding mechanisms to be mobilised and financial resources to be raised at regional level. The primary goal is to facilitate and maintain the operation of the Support Structure, whose responsibility is to utilise a great number of European and national funding programs related to environmental research and innovation and stimulate private funds for the implementation of the regional operational objectives.

² TUC stands for Technological University of Crete in Chania and FORTH stands for the Foundation of Research and Technology in Heraklion of Crete.

³ SWOT analyses presented in SOP were drawn from Official Regional Documents and studies, e.g. the Regional Operational Plan of Crete for the period 2007-2013, etc.

3

METHODOLOGY AND KEY CONCEPTS FOR STRATEGIC AND OPERATIONAL PLAN**3.1 STRATEGIC AND OPERATIONAL PLAN'S AIMS**

The Strategic and Operational Plan (SOP) is elaborated under the framework of Work Component 4 (WC4) of MEDOSSIC project - Development of Strategic and Operational Plans for establishing pilot Structures in the regions. The analysis is based on the methodology prepared by DELTA 2000 and the Lead Partner of MEDOSSIC project. The aim of the Plan is to define the strategic lines and the operational modalities which will facilitate the establishment of a reception office for potential innovators, entrepreneurs and SMEs who want to operate in the framework of innovation. The overall objective is to stimulate the eco-innovative process in the region of Crete and in Mediterranean in general.

3.2 METHODOLOGICAL APPROACH

The present Strategic and Operational Plan (SOP) has been preceded by a range of activities resulting in the realization of analyses, evaluations, reports and documents preparatory to the SOP itself. In particular, within Work Component 3 (WC3) partners elaborated some Existing Situation Analysis regarding eco-innovation in their own region and identified national Good Practices within a special report submitted and presented to each other. Furthermore, partners cooperated in order to investigate the Institutional Settings, that is the list of local actors and the procedures with which they wished to involve themselves in the deliberation process so that a mutual eco-innovation strategy is defined. Among others, each partner assisted in the elaboration of a common Benchmarking report, referring to the good practices in comparison to the usual practices applied in MEDOSSIC regions. Finally, WC3 closed with the finalization of a synthetic diagnosis which integrated references on the Existing Situation in partners' regions.

The Strategic and Operational Plan (SOP) is articulated as follows:

→ Chapter 4 "Context and territory analysis": General framework of the existing situation. The present report begins with chapter 4 which incorporates a summary of the existing situation analysis and refers to the social, economic and productive, but also environmental and technological progress of the region of Crete. It concludes with a SWOT analysis, structured so as to point out the major needs of the area of reference.

→ Chapter 5 "The participative process in the territorial context": The participative process. The situation about the main institutional stakeholders and the tools available for the (eco)-innovation is underlined in chapter 5. The participative process referring to both the methodology and the results is described in this chapter, while the authors attempt to estimate the potential for future cooperation among key stakeholders, with reference to their interest and discussions through the participative process.

→ Chapter 6 "Strategic Lines": SOP's strategy and objectives

The analysis and the discussion implemented in chapters 4 and 5 leads to the identification of both the internal and external factors that influence development of eco-innovation in the region of Crete. Chapter 6 consists of a thorough discussion of the strengths and weaknesses of the region together with the short presentation of the development approach that seems to be most appropriate. Based on the participation and on the

involvement of social and economic actors, the shared vision is identified here. Its materializations are aimed to happen along with the implementation of the strategic objectives and actions aimed to support eco-innovation in practice. Therefore, in this section the author describes the global objective, the strategic lines and the operational objectives in accordance with the emerged needs and the availability of human and financial resources.

→ Chapter 7 “Operational Plan”

SOP ends with the definition of the operational plan for the implementation of the pilot project. It contains the description of *what, why, how and when* the MEDOSSIC partners will realize the pilot projects. In particular, this chapter involves a selection of the good practices that have been helpful in deciding the strategy and actions of the Operational Plan. It also incorporates a detailed description of the activities that will be performed within the pilot structure. An estimation of the costs associated with the implementation of the pilot project and a financial plan regarding the means to fund the different activities is also described while partners also identify a monitoring and evaluation system with which to assess successful implementation of the operational plan.

→ Chapter 8 “Synoptic Synthesis Framework”

The final chapter summarizes the highlights of the Operational Plan within a two entrance matrix that describes the sectors of eco-innovation in which the actions would have some influence/relationship.

3.3. DEFINITIONS OF KEY CONCEPTS

The SOP is based on some key concepts:

- **Innovation:** an innovation is the implementation of a new or significantly improved product (good or service) or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relation. The minimum requirement for an innovation is that the product, process, marketing method or organizational method must be new (or significantly) to the firm.
- **Invention:** an important distinction is normally made between invention and innovation. Invention is the first occurrence of an idea for a new product or process, while innovation is the first attempt to carry it out into practice (Fagerberg 2004).
- **(Eco)innovation:** it presents all forms of innovation activities resulting in or aimed at significantly improving environmental protection. Eco-innovation includes new production processes, new products or services, and new management and business methods, the use or implementation of which is likely to prevent or substantially reduce the risks to the environment, pollution and any other negative impact of the use of resources throughout the lifecycle of related activities.

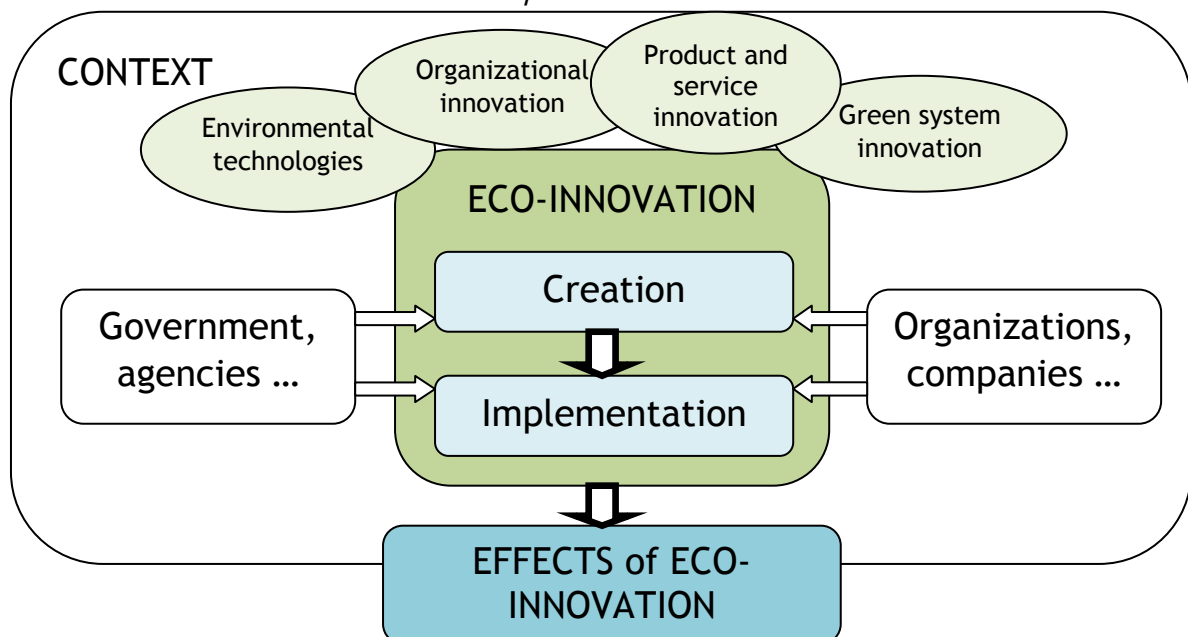
Furthermore, when exploring eco-innovation, the following classification is provided:

1. ENVIRONMENTAL TECHNOLOGIES:

- pollution control technologies including waste water treatment technologies
- cleaning technologies to treat the pollution released into the environment;

- cleaner process technologies: less polluting new manufacturing processes and/or more resource efficient than relevant alternatives;
 - waste management equipment;
 - environmental monitoring and instrumentation;
 - green energy technologies;
 - waste supply;
 - Noise and vibration control.
2. ORGANIZATIONAL INNOVATION for the environment:
- pollution prevention schemes;
 - environmental management and auditing systems: formal systems of environmental management involving measurement, reporting and responsibilities for dealing with issues of material use, energy, water and waste;
 - Chain management: cooperation among companies so as to close material loops and to avoid environmental damages across the value chain (from cradle to grave).
3. PRODUCT AND SERVICE INNOVATION offering environmental benefits:
- new or environmentally improved products (goods) including eco-houses and buildings;
 - green financial products (such as eco-lease or climate mortgages);
 - environmental services: solid and hazardous waste management, water and waste water management, environmental consulting, testing and engineering, other testing and analytical services;
 - Less polluting and less resource intensive services (car sharing is an example).
4. GREEN SYSTEM INNOVATIONS:
- Alternative systems of production and consumption which are more environmentally friendly than existing systems (biological agriculture and renewable-based energy systems are examples).

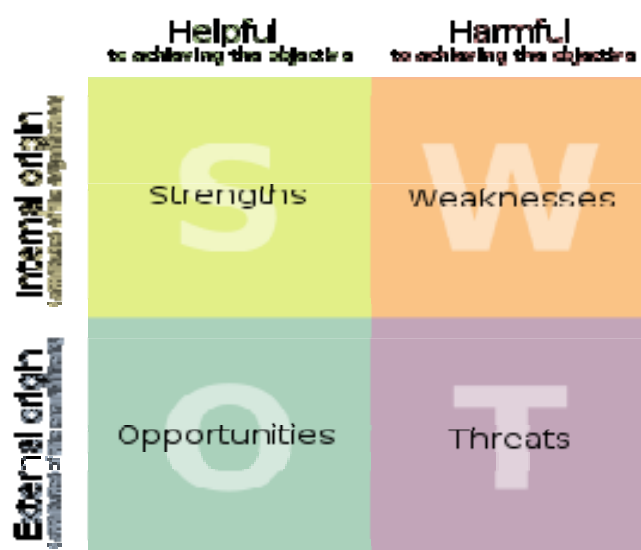
Picture 1: The process of eco-innovation



- Stakeholders where stakeholders are people, corporate bodies and organizations deriving from the public sector, companies and private sector, from the civil society that, through their resources, competences, role or actions, influence or are influenced by the process of eco-innovation
- Partnership and participative procedure (or participated planning): the tool of the involvement of the stakeholders and the creation of partnership of various nature is based on the conviction that development is not a subject of governments and administrations but of the community, operators and civil society in general, and on the principle that, governments and administrations must play the role of facilitators and animators in the development process, as well as of agree plans and collaborate with the territory. Therefore, the participative procedure foresees an involvement of all the actors that can directly or indirectly be involved in eco-innovation, according to *a bottom up approach* in order to share the priorities of intervention and define the lines of action with all the decision makers, actors as well as last recipients of impacts of eco-innovation, thus stakeholders.
- SWOT analysis. It is a tool of strategic planning used to evaluate the points of *strength* (Strengths), *weakness* (Weaknesses), the opportunities (Opportunities) and threats (Threats) of a project or “in an enterprise or in every other situation where an organization or an individual must take a decision to reach an objective”. The finality of the SWOT analysis is therefore to identify existing points of strength and weakness , opportunities and threats in the territory and sector context or in key phenomena/contexts, in order to synthetically and clearly analyze and individuate the initial situation.

Picture 2: SWOT Analysis

SWOT ANALYSIS



4 CONTEXT AND TERRITORY ANALYSIS

4.1 SYNTHESIS OF THE SOCIAL, ECONOMIC, PRODUCTIVE, ENVIRONMENTAL AND TECHNOLOGY & INNOVATION SITUATION

Short synthesis of the economic, social and territorial existing situation, or summary of the salient elements of the context and of the territory of reference (region, province, etc.) also in connection with elements already indicated in CHAPTER 4.1 of ESA: basic characteristics of your region: population, size, main economic activities, the importance and the role of your region within national context, development axis of your region, etc. (maximum 2 pages)

Crete constitutes a research and innovation territorial centre which has great potential for the development of eco-innovation. With the support of the 5 Research Institutes in the island and the more than 50 research laboratories operating in it Universities and Research Centers in the field of Environment, Crete may play a leading role in the production and mainly the diffusion of eco-innovation in the Mediterranean and Middle East. However, strategic plan and focused effort is needed so that the potential of the research institutes in the island is utilized to the degree that green growth is actually taking place.

Crete is the largest of the Greek islands and the fifth largest island in the Mediterranean Sea. It covers an area of 8,336 km² (3,219 square miles) that corresponds to 6,3% of the total extent of the country. Its population is 601.131 (census 2001) residents that is 5,48% of the total population. The island is famous for its significant ancient history (centre of the Minoan civilization, around 2000 B.C.), and is a popular tourist destination (approximately 2 million tourists bring to the regional economy almost 870 million of Euros annually). It also combines exceptional historical monuments together with a beautiful natural environment (beaches, gorges and caves, etc.) and a mild Mediterranean climate.

The region of Crete consists of the prefectures of Heraklion, Lassithi, Rethymno, and Chania and its capital is the city of Heraklion that is also one of the most important freight poles of the country. Crete's geopolitical position is very important and this is proven by the fact that on the north part of the island there are military establishments of NATO. Moreover, Crete is Europe's gateway in the context of international transport networks. It has three merchandise (3) airports and seven (7) ports most of which are in the northern part of the island, and the biggest being the one of Heraklion.

Through the last decade, effort has been paid in order to transform the island to a centre of knowledge and technology. This was supported by the fact that a significant number of Universities and famous research centers were concentrated in the island in the early nineties. These involve the University of Crete, the Foundation of Research and Technology, a branch of the Hellenic Centre for Marine Research, etc. Unlike the situation in other outlying regions of Greece, the population of Crete has been rising steadily.

However, Crete's economy faced structural problems, and the low productivity records are mainly attributed to its high dependency on (the seasonal) tourism revenue and on traditional forms of agriculture. In 2008, the region contributed by 4.8% to the national

GDP, while the Gross Added Value of the island to the primary sector of the national economy amounted up to 9.9%, for the tertiary sector 4.9% and the secondary sector only 3.8%. Employment rate in the region is up to 42.52% with a total active population 255.647, 31% of which have either no or only primary level education and only 14% of which graduated from tertiary level education.

Extremely promising sectors for the production of eco-innovation is also conventional agriculture which has to strengthen its competitiveness next to organic products and herbals cultivation. Also the manufacturing sector of food and drinks and the tourist services have great potential for the production of eco-innovation while less but still significant is the potential of the construction sector. Especially when considering the construction, the strengthening of the eco-innovation is rather a necessity, as the forecasts on the impacts of climate change in the Mediterranean and in the island of Crete in particular may have adverse effects on the future growth of the sector.

On the other hand, one can say that the eco-innovation support did not reach the actual interested parties as much as it was expected and as it should. This is mainly attributed to the fact that most of the efforts implemented under the scope of both European and national projects usually started and ended to the point where a web site was constructed and a hardcopy manual was released and printed. The inefficiency of this approach should be considered along with the fact that there was a latent convergence of the information society, as much in the island as in the country itself. Thus eco-innovation culture needs more enforcement in Crete, in order to respond to the contemporary challenges for regional competitiveness and sustainability.

Considering the needs of the local SMEs and the difficulties observed, one can refer that a more “business -differentiated”, an SME- oriented approach is needed in order to bring added value from all the different initiatives and enhance the competitiveness of the region in general. So far, the national policy employed a set of powerful financial instruments (especially in the energy sector) but invested little in the diffusion of information on new eco-technologies and environment friendly practices. Demonstration projects were only a few (energy related) while eco-consulting is also a business area that is very latent developed. To this direction, an integrated evaluation system of environmental research results needs to be established in order to raise awareness and prompt investment in eco-innovation.

Moreover, the adoption of environment friendly practices in general and the strengthening of eco-innovation in particular are necessary and inevitable choices in order to overcome environmental problems and strengthen competitiveness of the local economy. MEDOSSIC project is expected to reveal useful lessons from the problems encountered and build the bridge between successful results of environmental research with potential investors and existent SMEs.

The existing situation analysis indicated that even though a big number of actors are involved in the production of environmental research in the region of Crete, still the progress in the development of eco-innovation and the structure of the intermediate support system for the definition and coordination of eco-innovation policy is very latent.

In particular, the region of Crete records high inclusion of human resources in science and technology (26% in total active population) activities while only 1% of employed population are researchers.

The gross domestic expenditure in R&D activities is less than 1% in the region while business R&D activities represent 0.08% of total regional R&D expenditure.

Unemployment rate in 2008 was only 6.3%, while within the second quarter of 2009 increased up to 8.0%.

Economy of Crete is highly dependent on tourism activity and agriculture while the higher number of enterprises is recorded in wholesale and retail services, in hotels and restaurants and in construction activities followed by manufacturing.

According to the register of Enterprises of the year 2005, Crete has 52.995 enterprises, the majority of which (97%) are micro-enterprises (with less than 10 employees), 2% are small (10-49 employees) and only 0.3% are medium sized enterprises (with 50 to 249 employees). The small size (less than 10 employees) of most of the enterprises of the island (97%) is consistent with the fact that the individually or family owned SMEs represent a share of approximately 81% of the total enterprises

Moreover, the analysis of the existing situation in Crete, with regards to eco-innovation, showed that the effort implemented so far by regional organisations reached only to the point where EUROPEAN PROGRAMS were implemented and European funding was absorbed for the creation of web sites and the release of some special reports. On the other hand, individual efforts on behalf of various organizations have some positive impact on the development of eco-innovation (e.g. OANAK, Regional Energy Agency, Marine research institute, etc.).

However, in most of the cases the results of these reports were not exploited to the point where a change in the eco-innovation system could be recorded. Even worse, some relevant web sites have been inactive or not updated since their initial construction.

OECD report of 2005 suggests that specific governance measures are needed to overcome these difficulties and that a simplification of access to policy tools and mechanisms would be highly useful. The same report suggests that lack of access to funding for technology development is often cited as a significant barrier to innovation, development and commercialization. This is particularly the case for investments in environmental technologies, which are often considered riskier than conventional investments.

The difficulties encountered through the present study imply the need for additional research studies with more records on regional data in all the sectors of regional economy. Moreover, additional research at regional level is needed for the measurement of the sector of environmental goods and services. In particular, a more integrated approach towards eco-innovation should integrate data on wastewater treatment technologies, their volume of production and sales, gross added value, per sector etc.

Hence, an annual research on regional statistics based on the example of the Research on the Eco-industry of the European Union implemented within 2006 would be highly useful towards this direction. However, in Greece the national statistics Agency provides data only on the volume of waste produced and utilized per sector.

Moreover a regional communication plan or a communication platform is needed, in order to assist interaction among the main stakeholders in the scope of eco-innovation (e.g research institutes, universities, local authorities, development and regional organisations, SMEs). A more systematic approach is necessary for the diffusion of the information, the dissemination of the research results and the identification of the obstacles and barriers, as well as the potentials of the regional eco-innovation system

Concluding, a regional eco-innovation strategy should exploit the presence of more than 80 environmental research laboratories hosted under the structures of the regional research institutes. Moreover, an integrated regional eco-innovation policy should combine the available research infrastructure with the needs of the local SMEs (activated in vital sectors of the regional economy) in terms of research and development activities, in order to improve their market potential and overall regional competitiveness. The intermediate bodies such as technological parks, prefectural incubators, environmental consultants and other regional and professional organizations need to cooperate for the identification of an integrated policy document for the development of eco-innovation.

4.2 SWOT ANALYSIS

We kindly ask you to insert in this paragraph the definitive version of the SWOT analysis already predisposed for the Investigational Institutional Setting or already implemented according to what emerged by local workshops.

Furthermore, underline for each of SWOT tables, the needs/necessities of general intervention to be considered in the definition of the strategy.

In case that any requirement or specific necessity emerges, please indicate "not relevant".

Table 1: SWOT SOCIAL SYSTEM	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Physical Increase of population and attraction of population from other areas of Greece and abroad - Relatively high employment rate compared to the national rate 	<ul style="list-style-type: none"> - Increase of unemployment due to the financial crisis - significant inequalities with regards to employment and income - relatively lower educational level in comparison with the national average - difficulties in promoting the entrance of women in employment - lack of specialised employed personnel - lack of social structures in combination with the high ageing indicators
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - improvement of qualifications and knowledge of human resources, multiple specialisation and multiple activity of the local employees - utilisation of new technologies for the educational system and training according to local needs - gradual and methodological social and economic inclusion of emigrants 	<ul style="list-style-type: none"> - depreciation of the skills of employees - intense phenomena of social exclusion - increase trends of non active population - increase of phenomena of inequalities at work
NEEDS/ INTERVENTIONS NECESSITIES	
<p>1.1 Identify effective measures to tackle unemployment</p> <p>1.2 Increase the number of social structures in support of elderly and people in need</p> <p>1.3 Increase structures & number of opportunities for lifelong learning of local population</p>	

Table 2: SWOT ECONOMIC AND PRODUCTIVE SYSTEM	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - significant contribution of tourist sector in the regional economy and important tourist resources - good quality and big variety of local products (Cretan gastronomy, labelled products) - Significant concentration of important natural resources combined with important historical and cultural elements. 	<ul style="list-style-type: none"> - Spatial sprawl and concentration of tourist flow and tourism activity at the northern coast of the island - Great dependence on mass tourism. - low level of standardisation and effectiveness of agricultural production - weak trade and insufficient marketing mechanisms for local products - little number of synergies among sectors - absence of modernisation in business and lack of economies of scale - little interest in foreign investments - high shipping costs - lack of qualified personnel in business - zero diffusion of research and use of ICT in SMEs - big environmental impact associated with the mass and seasonal tourism
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Enrichment and diversification of local tourist product through the alternative tourism policies - utilisation of cultural and natural heritage as a comparative advantage - inclusion of extraversion practices and active marketing and contemporary production methods - possibilities for transnational cooperation with comparative advantages - promotion of programs for strengthening entrepreneurship - strengthening of spatial specialization and complementary production activities - Promotion of transactions among developed economic centres with entrance gates and rural areas. - Promotion of green economy with applications in the two major pillars of local economy that is tourism and agriculture (i.e. green hotels and organic products) 	<ul style="list-style-type: none"> - shrinkage and abandonment of traditional agricultural products and sectors - difficulty to differentiate agricultural activity - evolution of new competitive centres offering low cost products and services in the Mediterranean - Potential intensification of regional inequalities. - difficulty of the working class to adjust in contemporary needs - difficulty to differentiate local tourist product
NEEDS/ INTERVENTIONS NECESSITIES	
<p>2.1 Utilise tourist resources without endangering cultural and natural heritage</p> <p>2.2 Promote alternative forms of tourism and especially eco-tourism and agro-tourism in the hinterland</p> <p>2.3 Identify quality standards, effective marketing methods for local products and channels to increase sales and competitiveness of local products</p> <p>2.4 Promote cooperation among SMEs and utilise support structures and universities in order to encourage the adoption of contemporary production and management methods</p>	

Table 3: SWOT of the TERRITORIAL AND ENVIRONMENTAL CONDITIONS

Table 3: SWOT of the TERRITORIAL AND ENVIRONMENTAL CONDITIONS	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Rich and important biodiversity (of ecosystems and landscapes) - Significant number of suggested sites of Community Importance (SCI) for their inclusion within the network NATURA 2000 and significant number of Special Protection Zones (SPZ) - Rich and sparse cultural heritage - Integrated planning for the development and protection of the natural environment through the creation of important environmental infrastructure - Presence of important infrastructure in transportation (airport, road network) 	<ul style="list-style-type: none"> - Intense environmental pressure on the development zones due to tourist and urban development and unequal allocation of demand due to the unequal allocation of the offer in space - Non systematic approach for water management - systematic degradation of water deposits - lack of water - High danger for increased soil erosion - Non covered needs in energy during summer season, limited use of renewable energies and high dependence on oil - Continual shortages in transport infrastructure with high transaction costs and low quality of service
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Integrated management plans for forests, irrigation and water supply services as well as waste. - Development of environmental protection policies and risk prevention - Integrated management interventions for the promotion of cultural heritage - Euro-Mediterranean cooperation in the fields of environment and research - Expansion of the use of ICT - Enhancement of excellence in the ICT sector - Development of new economy - diffusion of know-how in the sectors of environment and culture - Increased demand for environmental protection and the protection of historical environment in areas where the accessibility conditions have changed 	<ul style="list-style-type: none"> - Natural hazards and increased environmental risk - Big number of species in danger - Human activity creating environmental pressures - Risk of degradation of some zones due to environmental issues - Lack for spatial planning and rational spatial organisation and regulation - Minimisation of natural resources
NEEDS/ INTERVENTIONS NECESSITIES	
<p>3.1 Elaborate & apply a regional tourist plan aiming to release pressure from the increased tourist and urban development at the northern part of the island</p> <p>3.2 Elaborate an integrated management plan for forests and water management under the framework of the European directives</p> <p>3.3 Assign a regional regulatory authority and employ sufficient environmental auditing in order to safeguard the adoption of the principles of sustainability in every development activity</p> <p>3.4 Create management bodies for all the protected areas included in the NATURA 2000 network & elaborate an integrated management plan for protected sites and endangered species</p>	

Table 4: SWOT INNOVATION & ECO INNOVATION

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Talented human capital with solid graduate and postgraduate education at scientific and engineering disciplines related to environmental technology. - More than 50 research laboratories related to environmental protection and management - Powerful Greek research community outside the Greek borders. Effective networking with abroad. - The good performances in funding from abroad, especially from the EU Framework Programme. - Competitive teams in sectors like Information Society. - Emerging awareness of the importance for global competitiveness and innovativeness 	<ul style="list-style-type: none"> - Limited R&D investments from the private and public sector - Public research organizations are characterized by introversion and limited response to economic and societal needs. - Entrepreneurial research and development is rather low - Low performances in the supply, as well as in the demand of venture capital, - Low performances in new products production, - Weak employment of new PhD holders in enterprises, low levels of lifelong learning, vocational training, lack of adequate trainers, - Absence of a systematic assessment mechanism/Impact studies on the policies /actions of funding. - Lack of innovation component in policy making for education, training and many other public policy areas
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Exposure to international/global competition - Improved understanding of programme management and long term policy making in S&T and innovation - Further opening of the local economy in Mediterranean countries - Establishment of a national Competitiveness Council that could promote innovation if adequately supported and led. - The newly adopted law on Education reform and the pending legal governmental interventions on RTDI governance and post-graduate studies. 	<ul style="list-style-type: none"> - Slow adaptation of the educational and training system to the requirements of knowledge intensive entrepreneurship and global competition - Lack of experienced scientists-entrepreneurs to start new high-tech ventures, as well as a lack of experienced managers willing to undertake the control of high-tech SMEs (they usually prefer large multinational companies or are engaged in family businesses), preventing VC investments in the first two stages. - Slow replacement of the traditional stagnant firms by new dynamic technology intensive business - Inability of both the government and civil service to assume the new role, as catalyst for economic and social development. - Hiring, rewarding, sanctioning procedures and criteria, as well as lack of knowledge management procedures, lead to governmental failures. - Technophobic behaviour of the general public, extremely sensitive to environmental and health problems. - Lack of broadly shared consistent vision of the country for the future.

NEEDS/ INTERVENTIONS NECESSITIES

- 4.1 Encourage investments in R&D from both private and public sector
- 4.2 Promote cooperation among all the shareholders involved in the production of eco-innovation (universities, development organisations, local administration and businessmen)
- 4.3 Integrate environmental protection in all the three regional incubators in order to promote environment friendly entrepreneurship
- 4.4 Promote investments of households in renewable energy technologies
- 4.5 Create an eco-incubator according to contemporary environment friendly principles able to constitute a meeting point with free access to all parties interested in eco-innovation
- 4.6 Increase the number of funding opportunities and projects aiming to support the cooperation of public/private sector with universities
- 4.7 Elaborate a regional action plan for the adoption of green public procurement policy
- 4.8 Institutionalise the obligation of each private sector enterprise with more than 10 employees to have a corporate responsibility strategy &/or an environmental policy statement

Table 5: SWOT INNOVATION & ECO INNOVATION FOR THE ICT SECTOR

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - New metropolitan broadband networks and significant initiatives of the ICT business sector - Important common initiatives of Local Municipalities, NGOs and business shareholders to familiarise with ICT - Tourist businesses with intensive use of ICT - Presence of contemporary academic and research network with high potential to develop and diffuse innovation - Operation of important Research institutions and Universities for intensive technological development - Satisfactory inclusion of academic and student community in the local society - Relevant adequacy of educational buildings 	<ul style="list-style-type: none"> - Latent use of new technologies (internet, PC) and shortages in contemporary equipment in the Educational system - Lack of qualified and specialised personnel in all sectors - Limited exploitation of the possibilities of information technology and new technologies (limited use of electronic services) - Limited access of business in financial aid - limited number of new enterprises with contemporary sectors of activity - Zero diffusion of research and innovation in business community - Low productivity and low level of specialization of business staff - Non satisfactory educational level - Important deviation of the educational level regionally - Lack of flexible support framework for innovation
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Significant access of households to the internet - Adoption of ICT within SMEs - Expansion of ICT applications in management methods - Improvement of the opportunity for entrepreneurship - Possibilities to increase the demand of high technology products - Dynamic creation of new businesses in metropolitan areas (Chania, Heraklion) - Utilisation of available community funds for research and development and the attraction/utilisation of new scientists - Further utilisation of research results from the business community especially the non- 	<ul style="list-style-type: none"> - Presence of products and services with relatively lower cost in the Mediterranean region - Adverse political circumstances in the broad area - Lack of available private capital for investments in research and development - Gradual increase of the new enterprises which offer products to consumers and relatively decrease of new enterprises which offer services to other businesses

<p>technological</p> <ul style="list-style-type: none"> - Gradual familiarisation with the distance learning activities and distance working - Development of interconnections between the society of information and the innovations in developed economic sectors - Possibilities of cooperation with Mediterranean countries in the sectors of research and entrepreneurship - Euro-Mediterranean cooperation in the sectors of environment and research - Utilisation of educational structures and certification of knowledge and qualifications of the human resources 	
<p>NEEDS/ INTERVENTIONS NECESSITIES</p>	
<p>5.1 Promote the role of ICT sector within successful environmental practices (i.e. the adoption of ICT applications in green management systems to reduce consumption of energy and water in hotels - early warning systems and remote sensing)</p> <p>5.2 Promote the environmental education of professionals employed in the ICT sector</p> <p>5.3 Promote the integration of GIS applications in reference to environmental management, landscape protection, transportation, erosion, climate change and management of scarce resources.</p> <p>5.4 Promote the use of ICT as well as the diffusion of modern eco-business in different industries (agriculture, tourism, construction, etc.) with e-commerce, e-booking and similar applications.</p>	

Table 6: SWOT INNOVATION & ECO INNOVATION FOR THE AGRICULTURAL SECTOR

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Continual increase of organic farms and continual increase of quality standards assigned for the certification of local products - Local products of high quality - Traditions and cultural events related to agricultural activities and agri-food. - Local products with good fame (olive oil, cheese and dairy products, meet, honey, etc.) - Presence of a University that is aimed to promote agricultural research and maintains cooperation, networking and exchange of knowhow with other Mediterranean countries. (Mediterranean Agronomic Institute of Chania) 	<ul style="list-style-type: none"> - Latent use of new technologies (internet, PC) and shortages in contemporary equipment in local farms - Lack of integrated quality standards for local agricultural products - Latent environmental compliance of farmers - Rapid erosion of genetics in local agricultural production and continual abandonment of traditional farming activities - Irrational land use and use of irrigation water - The majority of the sector is represented by small and very small enterprises - Lack of a unified quality and origin certification system for olive oil that represents the most important product with regards to the volume and quality of production in the island. - Lack of knowledge regarding applications of integrated environmental management systems in local farms - Presence of many intermediate bodies which eradicate earnings of local farmers and lead to the abandonment of farming activity. - Lack of appropriate equipment for the measurement of carbon emissions deriving

	<p>from farming activities</p> <ul style="list-style-type: none"> - Lack of adequate monitoring and control systems to tackle environmental impact of conventional farming activities (i.e. nitrate-pollution & eutrophication of underground and surface waters, etc.).
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Utilise new technologies in order to use waste from farms for the production of energy and compost - fertilisers. - Promote the cultivation of energy plants to the extent this do not compete food production - Funding programs that encourage the establishment of young farmers in rural areas. - Combine integrated economic activities by integrating tourism in protected areas with sustainable agriculture and farming - Application of appropriate environmental management systems in local farms which may contribute in safeguarding natural balance and biodiversity. - Application of renewable energy technologies in farms. - Presence of the Centre of Innovation (TUC in Chania) that is aimed to promote the application of innovative technologies in the agricultural sector and assist so that local agriculture maintains its competitiveness in global market. 	<ul style="list-style-type: none"> - Intense trends for soil erosion that is related to the sloppy grand relief, human activities and climate change - Threats to human health and contamination of soil and water due to the use of pesticides and chemical compounds
NEEDS/ INTERVENTIONS NECESSITIES	
<p>6.1 Environmental training of farmers in order to avoid any additional loss of biodiversity (uncontrolled pasture and irresponsible use of pesticides).</p> <p>6.2 Promotion of the use of new technologies and internet for farmers.</p> <p>6.3 Provision of consulting services to farmers with regards to the applications of green technologies and environmental management systems.</p> <p>6.4 Integration of new technologies with regards to the promotion of agri-food sector.</p> <p>6.5 Encourage apiculture as the means to maintain conservation of biodiversity.</p> <p>6.6 Encourage organic farming and provision of information with regards to relevant funding programs.</p>	

Table 7 : SWOT INNOVATION & ECO INNOVATION FOR THE TOURISM SECTOR	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Presence of a tourism department within the Technological Institute of Crete (TEI) that provides education in the fields of sustainable tourism and eco-tourism - Very good experience and network of tour operators (effective tourism marketing) - Valuable human resources active in the tourism sector - 	<ul style="list-style-type: none"> - Huge environmental impacts deriving from the presence of mass and seasonal tourism that is concentrated in the northern coast of the island - High dependence of local economy in tourism sector - Seasonal employment and big transferring costs for employees driving from the hinterland to the hotel establishments on the northern coast. - Latent development of agro-tourism and eco-tourism mainly due to limited financial resources - Latent connection of quality local products with the tourist sector - Limited utilisation of gastronomy in local tourism strategy
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Rich natural environment (gorges, caves, etc.) offering plenty of alternative activities and the possibility to develop all year long tourism 	<ul style="list-style-type: none"> - Climate change affecting tourist flows - Competitive destinations offering cheaper or bigger variety of services. -
NEEDS/ INTERVENTIONS NECESSITIES	
<p>7.1 Promote the development of tourism activities in the hinterland together with other supplementary sectors i.e. agriculture in order to differentiate tourist product and increase employment in rural areas.</p> <p>7.2 Need to broaden up the applications of Environmental Management Systems in all the hotels of the island</p> <p>7.3 Promotion of eco-innovative technologies for hotels and restaurants - i.e. Tourist exhibitions and conferences where new energy and water saving technologies are presented</p> <p>7.4 Vocational training for employees in tourism sector integrating environment friendly practices</p> <p>7.5 Information campaigns and support for the initiation of new business in the sectors of agro-tourism and eco-tourism</p>	

Table 8: SWOT INNOVATION & ECO INNOVATION FOR THE CONSTRUCTION SECTOR	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - One of the fastest developing sectors - Well developed public infrastructure - Extensive use of energy saving lamps - Gradual improvement of the energy efficiency of public buildings - Recognition of the energy efficiency gains by local enterprises. - Great interest on behalf of investors with regards to renewable energy technology installations - Presence of the Technical University of Crete in Chania 	<ul style="list-style-type: none"> - Latent integration of new eco-technologies and bio-climatic practices in the construction of buildings - Continual increase in the use of concrete and metal instead of stone and wood contributing to the alteration of landscape and to climate change - Absence of green places within urban areas - Absence of green roofs and gardens in the cities - Latent utilisation of environment friendly construction materials - Lack of a permanent body managing waste deriving from the construction sector - Senior architects and Civil Engineers lack of adequate environmental education.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - The broad application of the regulation for the Energy Efficiency of Buildings - Development of renewable energy technologies 	<ul style="list-style-type: none"> - Financial recession with negative impacts on the employment of the sector - Climate change would have negative impact on the construction sector
NEEDS/ INTERVENTIONS NECESSITIES	
<p>8.1 Adopt eco-efficient construction practices and material and adopt new technologies (remote sensing, etc.) in the construction sector</p> <p>8.2 Encourage the organisation of vocational training for senior architects and civil engineers, technicians, etc.</p> <p>8.3 Encourage cooperation among research Technological Research Institutes (TUC) with local SMEs active in the construction sector in order to develop new construction materials and techniques</p> <p>8.4 Promotion of green roofs and gardens and organisation of competitions for the best green neighbourhood/initiative.</p> <p>8.5 Production of informational material in cooperation with the Technical Chamber of Crete in order to promote environment friendly practices in the construction sector</p>	

Table 9 : SWOT INNOVATION & ECO INNOVATION FOR THE TRANSPORTATION SECTOR	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Well developed public transportation system (urban buses) - Relatively good road network, allowing for connecting big cities - Well developed marine transportation 	<ul style="list-style-type: none"> - Residents complaint for the expensive ticket - Routing in both public and private transportation is not broadly used in the island - Relatively latent construction of road network connecting the northern with the southern part of the island - Airport next to the suburban areas of Heraklion that is also considered an asset since the distances from the city centre are short. - Latent development of the Market for eco-efficient cars due to high prices.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - The construction of a new big airport in the hinterland of the island - Participation of local public transportation companies in various European programs in which they are able to exchange experiences - New construction projects are planned for the connection of the northern with the southern part of the island - Sufficient institutional framework with regards to the organisation and maintenance of the major road network connecting east with west (i.e.VOAK) - Replace old public vehicles with new eco-efficient ones - Create new re-charging stations for electric cars and cars using hydrogen 	<ul style="list-style-type: none"> - The construction of a new bigger airport in the hinterland of the island - Increase in the emissions of greenhouse gasses due to the expected increase of tourists moving from the hinterland towards the coasts
NEEDS/ INTERVENTIONS NECESSITIES	
<p>9.1 Promote car-pooling practices within businesses and public organisations</p> <p>9.2 Encourage broad participation in the deliberation processes relevant to the construction of a new airport and other big infrastructure</p> <p>9.3 Encourage environment friendly practices (i.e. recycling) in big boats and shipping activities</p>	

Table 10: SWOT INNOVATION & ECO INNOVATION FOR THE MANUFACTURING SECTOR	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Good profit rates for the majority of the enterprises active in the sector - 40% of manufacturing SMES are activated in food and drinks sector - Post-graduate program in Biotechnology and molecular biology in the University of Crete - Research Institute of Molecular biology and biotechnology operating in the Foundation of Research and Technology of Crete - Laboratory of biochemical engineering and environmental biotechnology operating in the Technical University of Crete in Chania - Mediterranean Agronomic Institute of Chania - Important Greek enterprises active in the sector of pharmaceutical and chemicals (i.e. Korres, APIVITA, bio-aroma in Crete, etc.) able to innovate while utilize traditions. - Some of the most important innovative enterprises active in the production of rubber and plastic (i.e. MEGAPLAST, Karatzis, etc.) very competitive in the global market - Continual development of sectors based on the presence of local raw materials 	<ul style="list-style-type: none"> - Lack of high technology products - Latent integration of EMAS and other green production systems within enterprises - The average productivity of the sector had negative trends during the last 5 years - Lack of adequate market channels and cooperation networks to access new markets - Absence of any business active in fitting together machines and electrical equipment (i.e. DVD, TVs, mobile phones, cars, machines, equipment using renewable resources, etc.)
Opportunities	Threats
<ul style="list-style-type: none"> - Sufficient financial instruments both public (grants) and private (bank loans, leasing, etc.) 	<ul style="list-style-type: none"> - Financial recession - The rates of profit in the sector are lower than the rates of interest of bank loans
NEEDS/ INTERVENTIONS NECESSITIES	
<p>10.1 Contribute so that new green technologies are adopted by local manufacturing enterprises</p> <p>10.2 Promote cooperation of local SMEs with Research Institutes and University departments, based on the basic needs of SMEs for the development of new - green technologies</p> <p>10.3 Assist in the greening of the sector by implementing free energy and environmental auditing in SMEs in the sector and inviting them to apply for a free EMAS pilot application.</p> <p>10.4 Organise relevant vocational training and staff exchange in manufacturing renewable energy technology with the aim to develop some new manufacturing businesses in the sector.</p> <p>10.5 Encourage the creation of new eco-clusters active in the sectors of food and drinks manufacturing and assist in the institutional adoption of environmental standards.</p>	

Table 11: SWOT INNOVATION & ECO INNOVATION FOR THE ELECTRICITY AND WATER SUPPLY SECTOR

Table 11: SWOT INNOVATION & ECO INNOVATION FOR THE ELECTRICITY AND WATER SUPPLY SECTOR	
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Satisfying number of wind parks - The interest of the Public Power Corporation (DEI) in the production of energy from renewable resources and the forthcoming installation of solar panels in the southern part of Crete (Atherinolakos) - A significant number of dams (9) have been constructed in the island since 2000. 	<ul style="list-style-type: none"> - Irrational use of water especially in the sectors of agriculture and tourism - The monopoly of the national company producing electricity with the use of fossil fuels and lignite and with old-fashioned technology for the production of electricity - Latent integration of solar and geothermal energy, bio-energy or small hydroelectric units in the total share of electricity - The construction of hydraulic projects serving irrigation and fresh water without any provision for the construction of multiple purpose hydraulic systems - Presence of only two old hydraulic power stations - Lack of any provision regarding desalination projects and the development of relevant technologies - Insufficient infrastructure to utilize the water of the dams.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Following the national strategy for GREEN DEVELOPMENT as this is related to the extensive use of renewable resources - The new national legislation regarding the development of Renewable Energy that encourages broad installations of renewable energy technologies from business and households (May 2010) 	<ul style="list-style-type: none"> - Climate change leading to the continual decrease of fresh water availability in the region of Crete and in Greece in general - Increased demand for fresh water and energy during summer due to the 2 mil of tourists visiting the island every year
NEEDS/ INTERVENTIONS NECESSITIES	
<p>11.1 Promote the rational use of water and energy saving in both business and households with the use of door to door information campaigns</p> <p>11.2 There is a big need to turn towards the production of clean energy technologies and mechanical equipment that is used for the utilisation of solar, wind and geothermal energy instead of importing the entire installations.</p> <p>11.3 Promote research results regarding the production of energy from biomass (including energy plants and bio fuels) in order to contribute to the rational use of relevant technologies</p> <p>11.4 Utilise funding programs in order to implement pilot demonstration projects with installations of renewable energy technologies in public buildings.</p>	

5 THE PARTICIPATIVE PROCESS IN THE TERRITORIAL CONTEXT

The local workshop on eco-innovation is set to act as a catalyst on the dynamics which can lead to the elaboration of a coherent operational plan aiming to implement a regional strategy in support to the development of eco-innovation.

Such a deliverable requires the identification and contribution of all those working groups and stakeholders which either produce or deploy and apply eco-innovations in the benefit of the local socioeconomic development and in support to environmental conservation. The references deriving from this workshop should provide additional input to the preceding discussion and further insights to the barriers and constraints regarding regional green development.

5.1 LOCAL WORKSHOPS

5.1.1. LOCAL WORKSHOPS' ROLE

Please describe the real role that stakeholders' participation had through the realization of workshops/local meetings. Particularly, please describe whether the sectors and/or technologies identified/candidate in ESA (or by MEDOSSIC project partners before the local workshop with stakeholders) have been confirmed/supported and validated also by stakeholders. Was this confirmation/support by stakeholders unanimous?

Or, on the contrary, did the necessity to act on totally different from the identified in ESA sectors and/or technologies emerge? And, in this case, what were the main motivations maintained by stakeholders?

The workshop of MEDOSSIC project in Crete took place on March 19, 2010. The staff of OANAK was responsible for the whole organisation and for approximately two weeks prepared a list of participants together with invitations which were sent via email to all the key shareholders identified in the WC3 of the project⁴. In many cases, the participants were also invited through personal phone calls. In cooperation with the External Expert, the project team (staff of OANAK) prepared 3 presentations and 1 questionnaire based on the matrix approach that was suggested by DELTA 2000⁵. An example of how to complete the questionnaire was also given to each participant.

The list of participants on the 19th of March involved two good practices from the private sector, BIOAROMA and HOMO OLEA ltd, and another 6 good practices from the public sector, representing one municipality, one regional development agency, one national research institute, one regional waste management company, the regional energy centre of Crete and of course research staff of OANAK.

Each one of the four prefectures of Crete was represented in the workshop with participants from different organisations, Heraklion (OANAK, Municipality of Episkopi), Lasithi (BIOAROMA, HUMO OLEA), Rethymnon (AKOMM) and Chania (DEDISA). The general climate of the discussion was quite friendly and satisfactory since all participants expressed their interest in MEDOSSIC project and in intensifying their own activity towards

⁴ Stakeholders representing some of the most important partners of the local institutional framework had been already identified during the Analysis of the Existing Situation of regional eco-innovation system in December 2010.

⁵ For more details regarding the MATRIX approach please check the Matrix 1 in Section 5.2 below. A sample is provided in ANNEX I

the promotion of green development. They also agreed to participate in a second workshop when participation of additional key actors is arranged. The shareholders who did not participate even though they were invited and also interviewed at the first phase of the project were the local chambers and the local universities. The only research institute represented in the course was the Marine Research Institute, with the kind participation of Dr. Konstas Dounas.

The discussion proved that most of the participants agreed that the candidate sectors which have great potential for the development of eco-innovation in the region of Crete are the ones already described in the Existing Situation Analysis. Their perspective as it is associated with their role in the local development allowed a detailed description of the sectors and the subsectors that have stronger potential to develop eco-innovation. These are the following:

- Organic agriculture and adoption of eco-friendly practices in pasture and agriculture
- Alternative forms of tourism including eco-tourism (including speleological and climbing clubs), agri-tourism, diving tourism, etc.
- Eco-design, bio-climatic and smart construction of buildings and public infrastructure (road networks, public buildings, hospitals, stadiums, etc.)
- Eco-efficient applications in the manufacturing industry with special interest in the sector of food and drinks, including pharmaceutical and chemical industry
- Eco-efficient transportation system including use of bio-fuels, and applications of smart and eco-friendly practices
- Water supply and irrigation management systems with the use of ICT and mathematical models that forecast quality and availability
- Application of renewable energy technologies and energy saving technologies and
- Environmental management technologies (monitoring and evaluating biodiversity and natural resources, soil remediation and wastewater management, waste management and production of compost, etc.⁶)

The contribution of these sectors in green growth is also associated with their potential to create and maintain Green Jobs as well as their competitiveness in global market which is related to the rich natural environment, the presence of the critical mass with regards to human capital and knowhow and the existing regional development strategies (i.e. Regional Operational Plan of Crete and South Aegean for 2007-2013, Operational Plan for Green Development of Crete). In the chapters that follow we discuss further on the potential of these sectors.

⁶ Waste management and production of compost is of particular importance since the region records already a couple of successful enterprises active in the sector.

5.1.2 WORKSHOPS' STEPS AND WORKING MODALITIES-METHODOLOGY

Describe the workshops carried out, by highlighting: number/date of the meetings; number of participants divided into typology groups; distributed material; possible creations of working groups and/or subgroups per different subjects; number of adhesion to the participative process and/or working groups; description of how the meeting has been organized; by underlining the potential presence of the facilitator and of the role it played in the participative process and in the meetings; synthesis of the meetings, of faced subjects and of the main elements raised during the workshop.⁷

The workshop took place at the general assembly office of OANAK and was split into two different sessions. The first session involved the welcome greetings from ONAK (Director Dr. Themis Manganas and Project Manager of MEDOSSIC Mrs Alkmini Minadaki). Next, each participant introduced himself and then, the presentations of the program started. The three presentations prepared from OANAK involved a) the project's scheme, partners, budget and activities, b) the findings of the Existing Situation Analysis in the region with regards to eco-innovation and c) the good practices from the Good Practice Guide with cases from Crete, Cyprus and Italy. Everyone agreed that further discussion should take place after a short coffee break. When the team came back in the meeting room, a round table discussion started and each participant was asked to talk about the eco-innovative activities of their organisation. It was surprising that all of them had something special and different from one another to note, even when they were active in the same field.

For example, DEDISA, OANAK and HUMO OLEA were all activated in the production of compost from waste, each one of them using different "raw" materials. DEDISA produces compost from the organic matter of municipal waste, OANAK from the calamus harvested at the municipal waste water treatment units using phytoremediation with wetlands made from calamus, and HUMO OLEA produces compost from the olive mill waste. Thus, they all suggested that the production and the use of compost have significant environmental benefits both for the diminishment of the volume of waste and the protection of soil from desertification. It was actually suggested that waste turn to be a valuable raw material for the production of useful products (i.e. the organic matter from the compost is able to replace the loss of the organic matter in the soil which leads to desertification and is caused by the intense crop harvesting and the uncontrolled pasture).

On the other hand, the case of BIOAROMA was unique, and participants showed very much interested in the multiple activities implemented within the establishment of the pharmaceutical industry. The Mayor of the municipality of Episkopi, suggested that the museum of herbs distillation and the museum-cases used for short educational courses for children could be transferred and hosted in the traditional renovated building of the municipality, as part of a round-trip exhibition in Crete.

Moreover, the case of AKOMM implementing activities in order to promote quality local products and Cretan diet was also presented. The mission of AKOMM as a Local Action Group is to support local entrepreneurship and promote social cohesion in the prefecture of Rethymnon. Since 2006 the organisation has developed a quality certification system with which to identify all the quality food products produced in the prefecture of Rethymnon. The Quality label named "Psiloritis" and corresponding to the biggest

⁷ In enclosure Annex I; please insert in the enclosures the workshops minutes, a copy of the participants' list, the distributed material during workshops if any, further documentation used to support the participative process such as questionnaires, presentation slides, etc.

mountain of Crete in Rethymno, was also developed for the case of small cafe - fast food restaurants.

Similarly, the municipality of Episkopi is also considered a good practice case supporting local eco-innovation since is currently working on a “Green Development Plan” and is also exploring the possibility to transfer the experience of the Local Agenda 21 into the local context. The mayor Mr. Charis Roditakis suggested that the biggest challenge of his duty is to raise awareness of local inhabitants and encourage them to undertake entrepreneurial initiatives. For this reason, the municipality assigned a special research study to the University of Crete, in collaboration with the University of Athens, aimed to identify the needs of the population and the most appropriate actions for building their capacity and encouraging them to undertake risk and invest in new and innovative entrepreneurial activities. It is thus suggested that this capacity building methodology, after being tested and evaluated in practice, it should be utilised in more geographical and administrative contexts in Crete in the direction of green development.

Next, the representative of the Energy Centre of Crete described the Centre’s initiatives and the significant number of projects implemented in the field of renewable energy. The most fascinating project was the one referring to the use of bio-fuels (used olive oil) in the buses of the public transportation agency (KTEL) facilitating the city of Heraklion. Another important project was the one referring to the environmental education programs in the schools of Heraklion which were implemented in collaboration with the General Administrations of the Primary and Secondary Education of the prefecture, aiming to raise children’s awareness in the rational use of energy. Of significant importance is also the project implemented in collaboration with a chain of local super markets, aiming to promote recycling of cooking oil from households and create collection stations at the local supermarkets, while deliberations have also started in order to promote research on the use of this cooked olive oil as a bio-fuel in the busses of KTEL serving the sub-urban areas of Central and Eastern Crete.

The interest of the participants was even more challenged when Mr Kostas Dounas, a senior researcher from the Hellenic Centre of Marine Research started talking about potential eco-innovation activity in the island. He explained how the eco-innovative technology of technical reefs is possible to be used in order to develop diving tourism and utilise the presence of the 17 diving clubs in the prefecture of Agios Nikolaos. Among others, the Marine Research Institute has developed various innovations such as a technology for the development of undersea parks and the development of aquaculture of sponges around Cretan sea. To this end, a new diving centre is being already built in the sea of Agios Nikolaos in cooperation with the prefecture of Lasithi and the diving clubs, while a new technical reef in favour to the local fishery is also being built. Mr Dounas also suggested the need to invest in marine parks so that the carrying capacity of the marine eco-systems is under control and the critical number of visitors/divers is not exceeded affecting quality of waters and leading to the deterioration of marine flora and fauna.

The discussion ended while everyone agreed that there is a need for investments and the simplification of the relevant legislation in order to release this huge potential of the island. In particular, Crete needs adequate venture capital with which all the above will turn to be reality and will shift the island into a sustainable development path.

In order to stimulate the discussion on eco-innovation among local stakeholders, OANAK decided to invite some more stakeholders during the 4th meeting of MEDOSSIC partners that was held in the island of Crete, in the city of Heraklion on May 25 -26 of 2010. During the second day of the meeting, representatives from the Chamber of Commerce of Heraklion and the Association of Cretan Exporters were invited to be informed on the proceedings of the meeting and speak about their eco-innovative initiatives to MEDOSSIC partners.

In particular, the Association of Cretan Exporters presented its experience in identifying quality standards for the certification of local products with a regional brand name. The certification system at the moment involves only Cretan vegetables, while in the near future it will be also applied in olive oil, dairy and bakery products as well as honey. Environmental quality standards have also been introduced even though at the moment they do not have a major role in the certification process. The competitiveness of local products is expected to grow stronger while a greener marketing profile for Cretan products certified under the brand name “CRETACERT” is under discussion. This is actually expected to encourage producers to use more environment friendly practises

On the other hand, the president of the Chamber of Heraklion, Mr Nikitas Dolapsakis presented the experience of the Chamber in providing support to local SMEs and disseminating information with regards to European programs. He also discussed on the European co-funded project they participate named “INNOVATE-MED” which is aimed to promote innovation in SMEs⁸. In particular, the project aims to revitalise traditional and high added value SMEs from the Mediterranean area through the development of innovative clusters in order to foster their internationalisation. In the case of Crete, one of the most successful clusters among SMEs is the cluster of Cretan Winemakers which is presented as a good practice, since it allowed the creation of synergies and strengthened the capacity of winemakers to promote themselves and to compete in a wider market.

After a short discussion regarding the integration of environmental dimension in the activities of both organisations, the representatives congratulated the inspiration and organisation of MEDOSSIC project, and they expressed their interest in being more actively involved in the next steps of the project.

Finally, the representative of OANAK, researcher Dr. Manolis Marinos presented to all participants the experience of OANAK and its knowhow in developing, applying and evaluating innovative green technologies. In particular, Mr Marinos discussed on the experience of OANAK in applying phytoremediation technologies of wastewater in various municipalities in the island of Crete and the plan to promote this green technology in other Aegean islands, as well as the production of compost from the old calamus harvested from the wetlands of the wastewater treatment plants.

He also discussed on the research results assessing the benefits from the cultivation of energy plants on the island and described the applications of GIS (Geographical Information Systems) in various environmental management projects, including BEACHMED project that dealt with the protection of beaches from erosion.

⁸ www.innovate-med.eu

5.1.3 POSSIBLE DIFFICULTIES ENCOUNTERED DURING THE PARTICIPATIVE PROCESS

Please describe the possible difficulties or problematic encountered in the participative process. For example, difficulties in terms of scarce involvement of the participants or stakeholders problems in defining objectives and/or joint strategic lines, or in defining concrete actions or operational action lines/groups or rather due to possible gaps identified with regard to the finalities and objectives pursued or prosecutable by the interlocutors, etc..

MEDOSSIC workshop achieved to raise the interest and motivate the participants in promoting their own activity and sharing their experience with other local shareholders. This is considered an important success for the organisers and creates positive climate for the future of eco-innovation in the region of Crete.

However, a negative point in the meeting was the absence of representatives from the local Universities. Even though the organisation team paid strong attention on their contribution and programmed the date of the meeting according to the availability of their representatives, the three Universities invited did not participate in the meeting finally. Despite the success of the workshop, the reference from this situation is the fact that the local research and educational institutes which are actually the vehicles for the production of eco-innovation need to be more actively involved in the social life of the region and be more open in consultation activities related to the problems of local SMEs which on the other hand are the vehicles for economic growth and the creation of new jobs. A different approach on behalf of academics, together with the use of simple language and often communication with local SMEs could change the entrepreneurial climate and contribute in the shift from old fashioned business to eco-innovative entrepreneurial activities.

Additional difficulties encountered during the participative process are related to the hesitation of participants to suggest specific strategic lines and identify solutions and key actions to promote motivation for the production of eco-innovation in the region. However, almost all of them stated that they are willing to share their experience with potential investors and eco-innovators.

Another difficulty which was encountered from the very beginning of MEDOSSIC project and was thoroughly discussed among MEDOSSIC partners is the question how the present Operational Plan that constitutes one of the most important deliverables, would take the form of an Operational Plan for eco-innovation that mostly serves as a business plan for the Pilot Structure that is to be established in the next work component of MEDOSSIC project.

The main questions addressed within this problematic were:

1. "Who would be the key actor responsible for the implementation of this operational plan?"
2. "What would be the legal status of this key actor?"
3. "Where could we find the necessary financial resources to implement the activities?"
4. "How could it be manned with staff able to provide continual consultation to SMEs with regards to eco-innovation and make its goals reality?"

After the 4th meeting of MEDOSSIC in May 2010, the partners agreed that even though a regional approach has been adopted from the very beginning, the pilot structure that is to be established in each region during WC5 should be associated with the Operational (Business) Plan that is to be elaborated in WC4. Hence the key actor - responsible for the implementation of the present Operational Plan would be the PILOT STRUCTURE⁹.

Thus, Chapter 7 comprises an analytical description of all the activities that need to be implemented within the Pilot Structure with the aim to strengthen capacity for regional eco-innovation.

5.2 INSTITUTIONAL CONTEXT

5.2.1. THE FRAMEWORK OF THE MAIN INSTITUTIONAL STAKEHOLDERS AND THE MAIN TOOLS FOR ECO-INNOVATION

There are different bodies/actors at European, national and/or local level, directly and indirectly entitled to influence the process of support and stimulation of eco-innovation. Likewise, there are different tools these bodies/actors have at their disposal as political, financial, services, supporting tools, etc.

Referring to the Investigational Institutional Settings WC 4.1 the Matrix 1 was aimed at identifying the framework synthesis about all these institutional bodies as well as the tools at disposal of partners of the project, to be presented to the stakeholders during the local workshops in order to share them with a wider group of subjects and therefore upgrade them.

The Matrix 1 is revised and integrated/implemented, whenever necessary, and in relation to what emerged during workshops and local meetings with stakeholders.

In particular, Matrix 1 presents the different eco-innovation tools described by participants during the local workshop and refers on their availability to support further the promotion of eco-innovation in the region.

The following table presents in a systematic way all the environmental technologies and eco-innovation tools produced by local stakeholders as they were presented within the workshops and meetings of MEDOSSIC.

These eco-innovations will be further utilised and promoted within the pilot structure of MEDOSSIC project, while they will constitute the stimulus for further development.

⁹ Pilot Structures are planned to be established by the end of September 2010

Matrix 1 - Matrix of existing stakeholders & tools to support eco-innovation

BODY/ SUBJECT	OPERATIONAL LEVEL	TYPOLOGY OF SUPPORT	SUPPORT TOOL			IMPACT ON ECO-INNOVATION IN LOCAL CONTEXT	INVOLVEMENT IN SOP DEFINITION?
			TITLE	SHORT DESCRIPTION	REFERENCE TO THE PROJECT'S DOCUMENT		
Name	Specify if: - European level - National level - Regional level - Local level	Specify if: - Political - Financial - Service - Others (specify)	Law / proclamation / service / good practice / other		Example ref. Report ESA - Report BP) for further detail	Specify direct or indirect impact	(yes / not) IF YES, please specify the kind of involvement for example (telephone contact, participation to meetings, etc.)
BIOAROMA	National	Diffusion of Good Practice Consulting and technical support	GOOD PRACTICE/ Researcher turned to Entrepreneur	Cultivation of organic herbals and distillation for the production of cosmetics	www.bioaroma.gr MEDOSSIC Good Practice Guide	Promote innovation & sustainability of the chemicals production sector	Yes, participation in consultation process for SOP
REGIONAL ENERGY CENTRE	Regional	Diffusion of Good Practice Consulting and technical support/ Implementation of national policies	GOOD PRACTICE in bringing together both SMEs and public sector shareholders	Continual promotion of Renewable energies for SMEs and promotion of environmental education tools	http://www.crete-region.gr/greek/energy/ MEDOSSIC ESA report	Pilot projects promoting eco-innovation with special focus on sustainable energy sector/ raising environmental awareness in all sectors	Yes, participation in consultation process for SOP
AKOMM	LAG (Intermunicipal)	Diffusion of Good Practice Consulting and technical support	Diffusion of experience in regional identity quality brand name (local quality agreements)	Consulting services for the promotion of renewable energy, the protection of the natural park of Psiloritis and the common promotion of quality services	http://www.akomm.gr/	Promotion of quality products, operation of local consulting offices, promotion of local traditions and Cretan cuisine	Yes, participation in consultation process for SOP
DEDYSA	Regional district	Diffusion of Good Practice Consulting and technical support	Diffusion of experience in municipal waste management and environmental awareness. .	The 2 nd most effective enterprise activated in waste management. Production of compost for soil remediation (new patent)	www.dedisa.gr	prevention of environmental pollution through sustainable waste management, protection of soil and water deposits from chemicals with the use of organic compost	Yes, participation in consultation process for SOP

BODY/ SUBJECT	OPERATIONAL LEVEL	TYPOLOGY OF SUPPORT	SUPPORT TOOL			IMPACT ON ECO-INNOVATION IN LOCAL CONTEXT	INVOLVEMENT IN SOP DEFINITION?
			TITLE	SHORT DESCRIPTION	REFERENCE TO THE PROJECT'S DOCUMENT		
Humo - Olea LTD	National	Diffusion of Good Practice Consulting and technical support	GOOD PRACTICE Result of research project through the PhD thesis. Researcher turned to Entrepreneur	Production of compost from olive mill waste. Protection from soil degradation (desertification) due to the increased concentration of organic matter	http://humoolea.com/	Harmonisation with European legislation as regards to the management of olive mill waste. Creation of green jobs in rural areas, protection from desertification	Yes, participation in consultation process for SOP
OANAK	Inter-prefectural	Operational support for the implementation of relevant activities/ Implementation of national policies	GOOD PRACTICE Environmental services/technologies to municipalities	Phytoremediation of wastewater (use of filters from loose stones and shank bones) production of compost from organic matter, cultivation of energy plants, use of GIS for the protection from soil erosion. etc.	www.oanak.gr	Pollution protection of water deposits, protection of soil and soil remediation, protection from desertification	Yes, organisation and energetic participation in consultation process for SOP. Responsible for SOP
Municipality of Episkopi	Local (Municipal)	Diffusion of Good Practice Consulting and technical support	Sustainable local development Planning and Green Development Plan for municipalities	Establishment and operation of a municipal wastewater treatment unit with natural ecosystems. Community capacity building - use of participatory methods, Centre of Environmental Education, Agenda21		Sustainable local development, awareness raising, creation of green jobs	Yes, participation in consultation process for SOP
Hellenic Centre for Marine Research	National	Diffusion of Good Practice Consulting and technical support	Eco-innovation in the Marine Environment	Technology of Technical Reefs, promotion of diving tourism, Cretan aquarium, sponges cultivation, Management Body	http://www.cretaquarium.gr/	Protection of marine areas under danger, and protection of endangered marine species	Yes, participation in consultation process for SOP
Chamber of Commerce of Heraklion	Regional	Diffusion of Good Practice Consulting and technical support	INNOVATE-MED	Being the communication body of the European office.. and implementing EU co-funded projects in the field of innovation	http://www.innovatemed.eu/	Improve innovation management in SMEs and promote clustering as a tool for continual innovation development	Yes, participation in consultation process for SOP
Association of Cretan Exporters	Prefectural	Diffusion of Good Practice Consulting and technical support	Quality standards and certification with designation of origin for local products	The quality standards at the moment apply for Cretan vegetables while in the near future olive oil, dairy and bakery products, and honey will also be included in the chain.	http://www.crete-exporters.com/	Environmental quality criteria giving extra bonus to the certified products with greener marketing profile	Yes, participation in consultation process for SOP

5.3 A GENERAL COMMENT ON THE EXISTING INSTITUTIONAL CONTEXT

5.3.1 THE MAIN STAKEHOLDERS AND TOOLS FOR INNOVATION AND ECO-INNOVATION.

We kindly ask you to describe who are the main bodies/actors that more concretely and operationally can support the innovation and the eco-innovation at regional and/or local level?

Please describe them shortly by highlighting; whether they are private or public subjects or other legal status, they operate at local, regional or other level.

Which are the main tools that these bodies have at their disposal?

Are such tools of political nature, or are there also tools of economic-financial nature?

Do such tools have (or can they have) an active role/function in the process of construction of the SOP?

The main actors who can support the development of eco-innovation in practice are the:

- Research institutes and Universities of the region which are actually able to produce research and innovation including the 50 research laboratories operating within their establishments¹⁰.
- Local enterprises which have shown excellent records and succeeded with their eco-innovative initiatives (Pool of Good Practices constituting a Centre of Excellence in the region)
- Incubators operating under the framework of local research institutes
- Local Chambers, Professional Associations and Centres of Entrepreneurship
- Regional and local Governmental Bodies such as the Energy Centre of Crete, as well as municipalities and municipal enterprises Other public bodies such as OANAK and DEDISA who are able to combine R&D activities and also provide technical support and services related to new environmental technologies
- Local Action Groups and other public consultation bodies aiming to stimulate innovation and capacity building of local population.

The Existing situation analysis contributed to the identification of the institutional framework with regards to the regional eco-innovation system, as described above.

On the other hand, the MEDOSSIC workshop gave us the opportunity to understand better the key role of good practices in both business and public sector and will prove to be essential for the implementation of the regional eco-innovation strategy. To this end, success stories, together with the narrative discussion on the problems the SMEs face during the eco-innovation process will prove to be valuable for the elaboration of the present operation plan.

The following table integrates all the key actors classified in the above 7 different types of organisations playing a key role in the development of eco-innovation:

¹⁰ Until December 2009 the authors of ESA counted more than 80 research laboratories operating in the 6 Universities and research institutes of the island in total. We believe that some of them do not maintain regular operations as this depends on their annual financial resources. However, we suggest that a thorough evaluation regarding their number, research activity, citations and financial situation is a necessary step if we wish to assess the real eco-innovation capacity of the region and address appropriate measures and activities towards the strengthening of the regional eco-innovation capacity.

ORGANISATIONS INVOLVED IN THE REGIONAL ECO-INNOVATION SYSTEM						
Public Research & Education bodies	Public Research bodies	SMEs	Incubators	Chambers & Business Association	Bodies governed by public law	Public Bodies - Local Authorities
Mediterranean Agronomic Institute of Chania	Foundation of Research & Technology (FORTH)	BIOAROMA	STEP-C	Chamber of Commerce of Heraklion	ONAK	Municipality of Episkopi ¹¹
University of Crete (UoC) Including the Natural History Museum of Crete	Hellenic Centre for Marine Research - Institute of Marine Biology & Genetics	MILIA	Centre of Innovation	Association of Cretan Exporters	REGIONAL ENERGY CENTRE	Municipality of Heraklion
Technological Institute of Crete (TEI)		Humo - Olea LTD	Incubator of new enterprises of Chania		AKOMM	Prefecture of Heraklion
Technical University of Crete (TUC)		BIOLEA	Incubator of new enterprises of Rethymnon		DEDYSA	Municipality of Alikarnasos

However, the above list is not exhaustive as it only contains good practices and organizations which have been identified during the field and desk research that was implemented for the Existing Situation Analysis and the investigation of Good Practices for WC3. One could also refer to the significant role of Siteia Development Organisation¹² (OAS S.A.) that is a key stakeholder in the renewable energy sector based in the region of Lasithi, pioneer in the development of wind park and the utilization of wind energy. Moreover, we should refer to the key role of ESDAK¹³, the regional public body responsible for the waste management in Crete, which provides waste collection, recycling and management to local municipalities. DYSA, the Directorate of Planning and Development in the Region of Crete is perhaps the most important regional body active in the implementation of national environmental policy, as well as the use and development of efficient control mechanisms that safeguard the application of environmental legislation (Including the evaluation of Environmental Impact Assessments for projects and programs as well as the allowance of permits regarding environmental conditions).

A significant number of public bodies and enterprises have implemented more eco-innovations. The initiatives of the public sector usually depend on the availability of financial resources mainly from the European Funds.

On the other hand, the enterprises that record more innovations and have developed various green initiatives are usually medium with more than 250 employees and most often big enterprises. The most successful and innovative enterprises in Crete are active in the sector of manufacturing and in particular the manufacturing of plastics used mainly in agriculture or for other packaging material. These big businesses, namely PLASTIKA KRITIS, MEGAPLAST and Karatzis SA, possess significant records with regards to productivity, innovation and economic growth and they represent some of the most successful innovative industries in Crete active in international markets¹⁴.

¹¹ Due to the structural changes taking place in the local governance system of Greece (New architectural framework of Kallikratis), these municipalities will not exist from 1st January 2011 but will be merged in bigger units/ municipalities

¹² www.oas.gr

¹³ www.esdak.gr

¹⁴ <http://www.plastikakritis.com> , <http://www.karatzis.gr/> , <http://www.megaplast.gr/>

5.3.2 DIFFICULTIES AND PROBLEMS ENCOUNTERED WITH REFERENCE TO STAKEHOLDERS AND TOOLS FOR ECO-INNOVATION

Please describe any difficulties or problems raised for example, with reference to bodies/actors potentially having an active role but not having the appropriate tools at their disposal tools or nonexistence of tools or stakeholders for eco-innovation at local/regional level, etc.

All industrial sectors have the potential to develop eco-innovations. “*Green Growth should be understood as a continuous process that requires governments, consumers and business from a wide range of sectors, both “existing” and “future” to work towards economically and environmentally sustainable growth*¹⁵. In this sense, a regional partnership is necessary in order to coordinate local stakeholders with business, labour and civil society within a long-term strategy for sustainable development”. The operational plan of the pilot structure should be based on this declaration, releasing and exploiting the eco-innovation potential of all sectors.

However, for the pilot structure to achieve these ambitious goals, significant human and financial resources are a prerequisite. Moreover, the role of each actor needs to be identified according to their experience and professional expertise. Nevertheless, one should expect that financial crisis have affected all the operations and flexibility of these actors not only in Greece but worldwide. This will probably hold both public and private bodies back in creating and responding to new duties, especially when these are not supposed to be reimbursing immediately. Due to the current climate of suspicion, pessimism and insecurity that goes with financial crisis, we expect a lack in belief and will of such actors to commit in the implementation of a new mutual goal when there are no guarantees for its success. At the moment, this is considered to be the most important obstacle with reference to the establishment and operation of the pilot structure and constitutes the biggest challenge with regards to the elaboration of the Operational Plan.

Each group of actors offers a different set of tools that may serve development of eco-innovation and thus should be assessed in different terms considering their role and expertise. One critical question raised at this point is why these key actors as they have both significant experience and expertise haven’t been able to promote eco-innovation to the point the region turns to be the most eco-innovative region in the Mediterranean? In other words, “Which are the main problems with reference to the tools available by each actor in support to eco-innovation?” The major obstacles are shortly described in the following paragraph.

For example Public Research institutes and Universities are not flexible with regards to the subject and approach of their research since both of them are quite often not relevant to the local socioeconomic system or the natural environment of Crete. This is mainly attributed to their scarce funding resources and the limited budget coming from local economic actors in comparison to the public funding they obtain from the Ministry of Education and Life-long learning. On the other hand the quality of the research is doubt as there is not an official evaluation system adopted by all of them. Of course, citations are

¹⁵ OECD Declaration on Green Growth, November 2009

an important indicator to consider when evaluating the quality of research of these Universities. In other cases, the role of Universities as professional consultants of local enterprises is misunderstood, since quite often they compete with the local consulting businesses. However, a structure promoting applications of “research products and services” to local enterprises and delivering eco-innovative technologies to the market is necessary. This structure should have the means to communicate effectively and in simple language with local SMEs, and should inform entrepreneurs on the advantages deriving from the application of some new eco-innovative technology. Nevertheless, the issue of the intellectual property rights arises again, as this remains an international problem with regards to the procurement of research and innovation into the market.

As for the case of SMEs in Crete, a big share of them is family owned and not “open” to innovation. They lack financial and talented human resources, while quite often they have inadequate management skills associated with their inability to invest in research and development and produce innovation. A coordinated life-long learning and capacity building program is necessary if the picture of the local market has to change. This could be achieved, through high quality training and empowerment for the creation of eco-clusters. Clusters are thought to facilitate effective and coordinated respond to market challenges and motivate action towards vocational training and capacity building of all the SMEs- members of the cluster. Examples of such cases have been encountered in Germany, where group of manufacturing companies created a cluster in order to exchange good practices in energy saving techniques and technologies, without this impeding their competitiveness and deteriorating their market share. On the contrary, their green initiative benefited all the members of the cluster since besides their cooperation in energy saving issues; they maintain their independence while they have also increased their eco- innovation capacity.

As for incubators which concentrate many of these necessary tools, provide services that contribute to the capacity building of entrepreneurs and assist in the development of their excellence, productivity and competitiveness still, they lack very much behind in integrating the environmental dimension in their organisational and operational context. This is associated with the limited number of eco-innovative SMEs coming from Cretan incubators. Nevertheless, the establishment of the Centre of Innovation operating in support of TUC and MAICH is very promising regarding the future of agriculture in the island. However, there is a big need for structures that provide adequate technical support with regards to green entrepreneurship and energy saving technologies but even more to integrate high quality training and networking activities in existent enterprises. Within this framework, cooperation with regional incubators will involve the integration of the environmental dimension in all the phases of the incubation of SMEs, from the conceptualisation of business ideas to their realisation into successful companies that perform competitively in global market.

Finally, regarding public bodies, the financial difficulties and the bureaucratic approach for their daily operations do not allow the shift towards eco-innovation. However, all public organisations have the potential to encourage and strengthen eco-innovative capacity of the region by integrating Green Procurement Policies into all the public transactions. This would create incentives for SMEs to invest in eco-innovation. On the

other hand, regional public bodies hardly ever cooperate or fund long-lasting research projects, even though they could. Moreover, they need to work harder in the organisation and provision of Vocational Training appropriate for existing enterprises and the sectors with the strongest eco-innovation potential in order to strengthen their capacity. To this end, public organisations (including local municipalities) should organise adequate mentoring and capacity building activities for SMEs in cooperation with local Universities and Centres of Vocational Training and Experts in the field of environmental management and innovation.

The role of other Non Governmental Organisations has been constantly negligent in the regional policy making process. It is true that no big NGO (i.e. WWF, GREENPEACE, etc.) has its premises in the island, despite the fact that Crete has in total 37 protected areas, 9 of which are Special Protection Areas (SPA) and the rest 28 are considered of Special Community Importance (SCI)¹⁶. A regional association based in Heraklion integrated a big number of environmental NGOs in Crete, named “ecocrete”, while additional organisations exist who are concerned with the protection of natural species and ecosystems, as well as with a significant number of environment related activities (i.e. eco-tourism, speleology, climbing, etc.). NGOs increase “social capital” by providing people with opportunities to build trust in each other and strengthen their capacity to work together toward common goals. They also contribute by providing a means for expressing and actively addressing the varied and complex needs of civil society. They serve several essential functions as they are aimed to promote pluralism and diversity within the whole process of development planning, thus managing to protect and enhance cultural and natural heritage. They also create an alternative to centralized state agencies and provide services with greater independence and flexibility. As such, the most representative NGOs of Crete need to be informed on the importance of eco-innovation in the region and the need to promote its development through the strengthening of the creativity capacity and encouragement of green entrepreneurship¹⁷.

¹⁶ The SPA, after their characterization by the Member States, they are automatically integrated in the Natura-2000 Network and their management is carried out in compliance with the provisions of art. 6, Directive 92/43/EC. On the other hand, the integration of the SCI is subject to scientific evaluation and negotiation between the Member States and the European Union.

¹⁷We should also note that the institutional and legal framework, under which the NGOs operate, in create varies significantly, while their operation; funding and strategic development depends on whether they are empowered and supported by other regional public bodies. This scheme actually generates successful examples; for instance there are organisations which operate as non-profit companies such as “KRHKOS ltd.” whose statutory purpose is to strengthen social entrepreneurship in the region. This organisation recently established an incubator for the promotion of clusters and new social enterprises, and constantly supports social equity in the region.

5.3.3 ACTORS AND TOOLS FOR THE NEXT FUTURE

Are there any predictable new actors/bodies or new tools, in the short-middle term (1-3 years), besides what already indicated, which could play a role in supporting innovation and eco-innovation? If yes, please indicate and describe what kind of actors they are and which tools they'll have or can have at their disposal.

The pilot structure will embody the vehicle with which the region of Crete would be able to respond to a significant number of challenges regarding green growth and also implement the necessary interventions towards the development of eco-innovation. However, this pilot structure needs to incorporate key partnerships with local stakeholders in order to facilitate all different steps of a new eco-innovative idea and its development into a green enterprise. To this end, the role of the 4 incubators in the island is valuable. The most important incubators of this kind in the island are the STEP-C operating within the Foundation for Research and Technology (FORTH) and the Centre of Innovation operating within the Technical University of Crete. As described in other parts of MEDOSSIC project, STEP-C mainly hosts new business ideas related to ICT high technology, and biotechnology, while the Centre of Innovation will host and develop new business ideas related to agriculture.

On the other hand, the Centre of Innovation which is the incubator that is associated the most with the development of eco-innovation in the sector of agriculture has not started operating yet. Financial resources are necessary before it actually grows up with “flesh and bones”. This is expected to happen in the near future, as soon as adequate public funding is released for the project.

It is worthy to note that in the last 6 months; a new Regional Operational Program for Green Development has been published by the Ministry of Economy, Competitiveness and Shipping, aiming to complete the implementation of all the infrastructural projects necessary for the development of green jobs and green growth in general in the island of Crete. This operational program, named “CRETE: GREEN DEVELOPMENT” engaged approximately 120 millions of Euros from the public investment funds to be invested in green projects for the island of Crete for a timeframe of 5 years. Its implementation will be responsibility of a regional Monitoring Committee/Management Body consisted of representatives of key local actors including OANAK, the Region of Crete, the 4 prefectural administrations, as well as the local union of municipalities and communities established in each prefecture (TEDK) while the coordination of the Committee will be a responsibility of the Ministry of Economy, Competitiveness and Shipping.

With the implementation and the actual realisation of these new fundamental projects, the eco-innovation capacity of the region is expected to be strengthened. However, the nature of these projects is not enough to create a Green profile for all its public and private sector, the products and services of the local economy. Hopefully, the pilot structure of MEDOSSIC project will complete the picture with a new integrated support mechanism and will assist in the coordination of all the activities related to the development and dissemination of eco-innovative Cretan products and services.

6 STRATEGIC LINES

6.1 IDENTIFICATION OF THE SECTOR/SECTORS AND/OR CANDIDATED ECO-INNOVATION TYPOLOGY

Please describe the sector of reference and/or the technology of eco-innovation also by confirming and/or revising and/or deepening what already identified in ESA Chapter 4.5. Please provide also explication of the related motivations according to the inputs provided by the participative process..

Provided the fact that the statistical data presented in the Existing Situation Analysis are adequate to describe the eco-innovation potential of all sectors of the local economy, we may refer that the sectors with the most potential in producing eco-innovation in the region of Crete are:

- ☒ Agriculture and production of organic food products (including olive oil and vegetable farms as well as pasture, beekeeping and fishery)
- ☒ Manufacturing of foods and beverages together with the manufacturing of cloths, plastic, and metallic products as well as the manufacturing of chemicals
- ☒ Electricity and water supply related to renewable energy sources and innovative water management activities
- ☒ Construction of buildings, smart infrastructure and other civil engineering works
- ☒ Hotels and restaurants as these are especially related to the development of green tourism
- ☒ Land and sea transport and telecommunications as well as the
- ☒ Wholesale and retail sector

However, we insist on the declaration that all sectors have the potential to develop eco-innovations. MEDOSSIC project aims to identify the sectors of high priority which may comprise the vehicle to demonstrate success towards green growth. The potential of these sectors is associated with the number of enterprises, their share in total employment and the growth of the Gross Added Value within the last 5 years. It is also related to the records and demonstrations of Good Practices, the performance of relevant research activity in the island, or the presence of research infrastructure as well as public bodies and institutions specialised in the field.

It is interesting to remember that *agriculture* constitutes the base of the local economic system and even though diachronically abandoned, it is still maintained as a part-time employment for many people working for example in tourism as seasonal workers, or having other permanent jobs in both public and private sector. Despite the continual minimisation of employment, the productivity of agriculture in Crete is above the national average while in 2005, the share of agriculture in total regional employment was up to 21% with 57.476 employees and approximately 1.500 enterprises. The Gross Added Value of the sector has grown by approximately 90% within the last 5 years (2001 to 2006).

On the other hand, *manufacturing* that seems to be one of the most promising sectors with regards to eco-innovation, employs less than 20.000 employees in approximately 4.500 enterprises, representing a share of approximately 9% in the total regional employment. From the 4.500 enterprises there are only 110 that have more than 10 employees, 50 of which are active in the sub-sector of food & drinks manufacturing. Another important indicator showing the great potential of the sector is the growth of the Gross Added Value which reached up to 84% within the last 5 years. The great potential of the sector is also confirmed when considering the fact that at least two of the Good Practices identified in the MEDOSSIC Guide for the region come from the sector of food manufacturing. These are, the enterprise producing organic olive oil, BIOLEA and the enterprise using waste of the olive oil mills for the production of compost, namely HUMO-OLEA. Nevertheless, the manufacturing of drinks has also to show a successful example in eco-clustering. In particular, the wine-makers of the prefecture of Heraklion cooperated in the foundation of a successful wine cluster, which has shown important progress with reference to both their marketing strategy and their contribution to the development of alternative tourism activities (combining wine and gastronomic tourism) in the island. When considering manufacturing of plastics, it's also worthy to mention that Crete has to demonstrate some of the most successful innovative enterprises activated in the production of packaging material and plastics used in agriculture. Some of them already apply innovative recycling technologies (i.e. PLASTICA KRITIS).

Regarding *water and energy supply*, the total number of employees in the region in 2005 reached up to 3.000 with approximately 66 enterprises, while in the last few years the number is estimated to be more than double considering the positive investment climate with regards to the national subsidies for installations of renewable energy technologies. In 2006, the total growth of the Gross Added Value of the sector reached up to 80%. To this positive trend adds also the presence of the first successful business in the use of wind power in Siteia, with the Wind Park of 10,2MW that operates for more than a decade under the operational management of a public body, namely the Development Organisation of Siteia, (OAS). On the other hand, when considering MEDOSSIC workshop and the Good Practices presented by both the Regional Energy Centre (i.e. use of bio-fuels in urban busses) and OANAK (i.e. use of energy plants) one should expect that the eco-innovation potential of the island in the energy sector is high.

Recently, the Public Electricity Company of Greece (DEI) announced the construction of a photovoltaic park in the Eastern part of Crete in the area of Atherinolakos, next to the present hydroelectric power unit. Moreover, the Ministry of Environment and Climate Change announced the Call for applications addressed specifically to farmers who wish to obtain a permission to produce energy from renewable energy sources. Applicants should install technologies in order to utilise renewable energy sources in their own farms and should be able to connect their establishment to the national or regional network of electricity supply. These initiatives, together with the forthcoming "openness" of the energy market in Greece are expected to bring important eco-innovations in the national and regional energy system.

Similarly, the presence of OADYK that implements a significant number of projects in the sector of water management (big dams, sewage systems, etc.) as well as OANAK that is working in eco-innovative applications for wastewater management (phytoremediation) is also expected to bring continual growth of eco-innovation in the island for the future. This

assumption is further enhanced when taking into account the possibility to establish successful cooperation/partnerships among these bodies together with the Department of Water Management in the Region of Crete and the Department of Environmental Engineering in the Technical University of Crete in Chania (i.e. monitoring quality and availability of underground water with the use of remote sensing technologies and mathematical models. Similar applications have already taken place in the municipality of Hersonissos under the framework of a research project). We hope and believe that key actors in the sector of water management recognise the emergency of such coordinated action considering the climate change challenges and the forecasts of IPCC regarding water availability in south-eastern Mediterranean. We also hope that they recognise the vulnerability of Crete with regards to water availability taking into account its island character and the intense need for water during summer season, due to increased tourist flows.

As for the sector of *construction*, the total number of enterprises is 7.800 with approximately 25.000 employees, while the growth of the Gross Added Value of the sector reached up to 25% in the last 5 years. Taking into account the new national regulation that demands every building (house or enterprise) over 50 square metres to have an Energy Efficiency Certification, it is expected that a continual growth of eco-innovation will take place especially in the field of energy insulation and the use of renewable energy technologies in the construction sector. Finally, the use of new eco-friendly construction materials is also expected to grow, as the research on environmental health of materials is progressing. To this direction, and taking into account the absence of green places and the need to improve quality of life in urban areas while climate change is progressing, the development of eco-innovations is also expected to flourish especially in the construction of bioclimatic buildings, and the applications of energy and water saving technologies/practices in buildings. An example of such an initiative is performed by the prefecture of Heraklion which recently announced the construction of green schools that combine the methods of bioclimatic construction together with applications of renewable energy and water saving technologies. These construction projects would have a demonstrative character and are also aimed to encourage relevant initiatives on behalf of the private sector.

Regarding the *Hotels and Restaurants*, one would expect that this is the sector with the biggest experience in eco-innovation in the island. However, there is a lot of progress to make before the sector reaches to a good record. In particular, the total number of hotels and restaurants in Crete exceeds 9.000 representing the second most important sector in the island. Hotels and Restaurants employ approximately 29.000 employees while the growth of the Gross Added Value within the last 5 years was negative (-2%). This trend shows that the tourism model followed in the island is still based on mass tourism with the big tourist agents providing “all inclusive” services to customers. However, considering the great unexploited natural heritage and the fact that a new model of sustainable tourism is strongly promoted within the last few years from all local actors, it is expected that the eco-innovation potential of the sector will bloom very soon.

The competitiveness of Green Hotels grows worldwide while the energy and water saving technologies nowadays comprise a necessity for all enterprises of the sector small, medium or big. To this direction, more and more SMEs are expected to shift in the application of

smart green systems with which to control water and energy consumption. On the other hand, Good Practices have already been observed such as the agro-tourist resort of MILIA, while additional alternative forms of tourism. Eco-tourism, sustainable tourism in protected areas, as well as religious tourism, athletic tourism, speleological tourism, and even sailing tourism have not exploited their development potential yet and wait for a good marketing plan and coordinated effort with the participation of all associated parties (rural communities, tourist agents, tour operators, municipalities and regional government) in order to avoid deterioration of natural environment and respect carrying capacity of each single tourist destination that is currently developing. On the other hand, coordinated effort is needed so that innovative environmental remediation projects are applied in the areas which have already exceeded their carrying capacity and need to recover from any deterioration of the local natural, cultural and social environment. An example of such eco-innovation is the development of new technologies for the protection from beach erosion that is developed from OANAK under the framework of BEACHMED project.

Even though the show cases of the *wholesale and retail* sector with regards to the production of eco-innovation in the region of Crete are rare, still the sector is considered to be of high priority since it amounts for more than 17.000 of enterprises, representing 33% of the total number of SMEs in Crete and the sector with the biggest share regarding this particular indicator. Moreover, wholesale and retail sector employs 46.200 employees representing the second most important sector with regards to employment after agriculture. As for the growth of the Gross Added Value, it records an increase of approximately 24% within the last 5 years. In particular, wholesale and retail industry is considered to have a great potential with regards to eco-innovation as it still lacks very much behind in reference to waste management and recycling, while it may also note significant progress with regards to energy and water saving activities as well.

On the other hand, taking strictly into account the important research infrastructure within the establishments of the Foundation of Research and Technology, (FORTH) one should note that there are more sectors to account for their eco-innovation potential in the island. These involve:

- Information and Communication Technologies, ICT
- Biotechnology and Medicine
- Art and GIS technologies

With no doubt, ICT, biotechnology and GIS technology are all expected to develop eco-innovative applications useful in all the 5 candidate sectors in the island (page 43).

The records of Good Practices regarding eco-innovative businesses are significant, as most of them are incubated within the empowering structure of STEP-C. Additionally, almost all of them are not only relevant to the industry but also to agriculture and life sciences. If each one of them cooperated closely with a critical number of SMEs active in the sectors that have the strongest eco-innovation potential in the region (agriculture, hotels and restaurants, manufacturing, construction, etc.) a new “eco-innovative age” would begin for the island. Their evolution if this is combined with effective systems of demonstration and dissemination is expected to enhance the efficiency of all the existent systems of production, and also increase their competitiveness and productivity and decrease the environmental and financial cost of production for various industrial sectors. However, this

result implies the close cooperation of research institutes with other key actors in support to local businesses.

6.2 IDENTIFICATION OF THE GLOBAL OBJECTIVE

Please describe the global objective, also in relation to the factors of territorial identification, the sector and in relation to existing eco-innovative technology, and in particular what the strength idea is considered as able to produce in comparison with the actual or trend state of the situation in terms of eco-innovation in comparison with the framework of reference indicated in the precedent paragraph.

The strength idea must be clear, based on the present resources and on identified strengths, and be able to act on the most remarkable break variables. It must contain the indication of modalities of actual use of the resources, strengths and identified opportunities, or how it intends to use resources and combine them to produce eco-innovation.

As already discussed before, considering the difficulties encountered during the participatory methods and the structural problems of the local SMEs, we should not forget to recognise that additional effort is needed towards a more collaborative approach and a stronger relationship among research institutes, local administrative bodies and SMEs. As participants stated during the workshop, a permanent “meeting point” is needed. Moreover, a more open minded approach is necessary from all the parties involved. Benefits deriving from an “open synergic approach” also need to be identified as much for the regional economy, as for the quality of the natural environment and the promotion of the social cohesion in the region.

To this end, the Pilot Structure of MEDOSSIC project in the region of Crete is aimed to make the best out of the local entrepreneurship and local business environment by encouraging innovation that serves environmental protection and management and promotes the development and application of environmental technology.

Considering the references derived from the existing situation analysis and the participatory process, the global objective that is the long-term goal for the region of Crete is identified as follows:

“Transform Crete into the most successful example of eco-innovative insular region in the Mediterranean with great investments in environmental technology, talented human resources and significant expertise in environmental management applications”.

The above statement describes the vision for Crete for the next 5 years and integrates all the elements discussed above regarding the eco-innovation potential of the island. The term *“successful example of eco-innovative insular region”* implies a model of regional eco-innovation where the utilisation of the entire environmental research infrastructure in the island is possible, the active participation of the local population is viable and the motivation of local actors towards a more collaborative approach for the stimulation of sustainable development initiatives in the island is a regular practice.

The participation and collaboration among key actors would empower local population and attract investors who may wish to operate in a positive and promising business environment. Investors should be coming either from the local population, or be entrepreneurs who perhaps wish to cooperate in a network of innovation, creating some

new eco-clusters. Local entrepreneurs and entrepreneurs active in neighbourhood countries or even emigrants should be also interested to invest back in their island.

“Investments in environmental technologies” are expected to attract talented human resources with significant expertise and academic background in the field. Investments will also be the reason to keep talented environmental graduates in the island and provide them with the suitable working environment that fosters creativity and motivation and leads to productivity. The utilisation of this talented people would embody the acceleration of the pace towards Green regional Development.

Investments in green systems and technologies are likely to transform regional economy into a competitive market and improve quality of local products and services. Environmental technology applications are expected to assist in the conservation and continual improvement of the natural resources and the development of eco-innovation. It will also facilitate the most effective cooperation among all regional bodies and will create incentives for the active participation of local population.

The following figure describes the process and the necessary components of a successful policy model that leads to the development of an eco-innovative region.

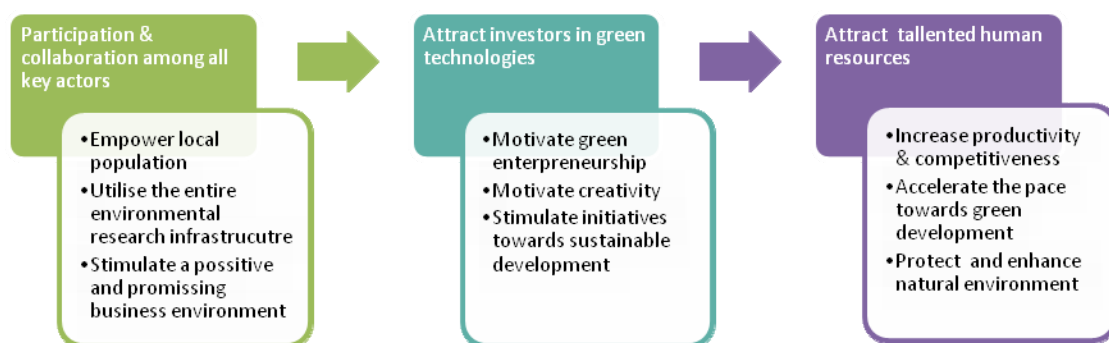


Figure 1: Model of Successful REGIONAL ECO-INNOVATION

We should note that such an ambitious goal could not be achievable unless potential investors are actively involved in the process of strategic planning for eco-innovation. Thus, the model of successful regional eco-innovation system at its materialisation phase will invite and involve all representatives of the 4 different target groups: 1) Innovators 2) Investors 3) Decision Makers and 4) end users. Their interaction and participation in thematic meetings, deliberations and other awareness raising events will facilitate the materialisation of the Regional Global Objective.

6.3 STRATEGIC SYSTEM

In relation to the global objective please identify the strategic lines, namely the strategic system it is intended to be the basis to pursue the global objective.

Please describe the strategy and the specific objectives that explicit and drive/should drive the achievement of the global objective.

While defining the strategy, stop on the description of "how" the mentioned elements contribute to the achievement of the declared objectives. Please point out the inevitable critical elements of the strategic run.

Possibly, each strategic line should determine an hypothetical strategic axis.

The aim of this section is to illustrate the guiding principles with which to materialise the aforementioned Global Objective. These basic principles should drive all local initiatives and strategic actions so that the final outcome is both feasible and sustainable. Sustainability stands for all the four pillars of public welfare, namely natural environment, society, culture and economy.

The present operational plan aims to become a practical tool for the implementation of the regional eco-innovation strategy. It describes specific objectives and activities with which the strengthening of eco-innovation, the development and diffusion of innovative environmental technologies and green systems will be possible.

The successful planning and implementation of a regional strategy for the development of eco-innovation should mainly encourage institutional change of public funding for research and prioritize the allocation of funds to applied research and pilot testing of new green technologies in the region of Crete.

The Operational Plan should also support and guide all involved actors so that any activity, measure or initiative complies with the following principles:

1. Economic Sustainability
2. Social Equity, community health, safety and wellbeing
3. Empowerment, Education and Participation
4. Environmental Sustainability

1. Economic Sustainability as it is related both to the principles of economic prosperity and the "value for money", constitutes one of the most important principles for the Strategy of eco-innovation development. Economic prosperity is an essential principle for the development of eco-innovation and every measure and activity identified within the present operational plan should encourage and sustain economic growth and regeneration. On the other hand, the "value for money" goal should be seriously taken into account when deciding among the alternative actions. Each measure and activity should be evaluated according to both monetary terms and its impacts on local natural, cultural and human resources which may also be translated as costs in monetary terms¹⁸.

2. Social equity, community health, safety and wellbeing are prerequisites of sustainable development. They imply measures that safeguard transparency and equal opportunities in employment, public health and safety system. They also involve the provision health and safety infrastructure and quality services which of course is related with the environmental performance of the regional health and safety system. Finally, it is

¹⁸ Practicing environmental accounting science on real regional economy could actually be a subject of applied research for local universities and in particular the department active in the field of environmental economics (University of Rethymnon).

associated with the adoption of appropriate monitoring and control mechanisms and services that safeguard the protection of the local community from elevated pollution levels (noise, toxics and chemicals, etc).

3. Empowerment, Information and Participation also constitutes some of the most important principles of sustainable development and should be safeguarded through the adoption of a great range of activities that encourage public participation and support private investments in eco-innovative business. This set of principles also implies the broad dissemination of information on good practices and environmental technologies. On the other hand it is associated with the provision of adequate support mechanisms that encourage action and social or cultural intervention towards a more environment friendly economic activity and a high-quality of life.

4. Environmental Sustainability is the main principle defining the concept of eco-innovation. It implies that every measure and activity identified within the present operational plan should impede climate change and serve the conservation of the natural environment, the minimization of the use of non renewable resources, the safeguarding of the carrying capacity of the natural environment, as well as the protection of biodiversity and natural landscape.

In practical terms, and with the aim to generate adding value to the region, the present operational plan should:

- serve local identity and be realistic
- transfer, utilise the good practices
- integrate the desires of local population and all key actors
- utilise the available means and infrastructure
- account for the financial resources and funding opportunities available
- consolidate with regional, national and European policies

The strategic lines/basic principles guide the conceptualization of the operational plan and constitute the critical elements that guide its implementation. They will also be incorporated in all the Pilot Structure's activities. As such, the guiding principles for the organisation of the Pilot Structure and the implementation of the Operational Plan are described below:

- 1. Integrate Green Public Procurement Principle in all the Pilot Structure's activities and promote its broad adoption from other public, private organizations*
- 2. Empower the region with professionals active in the field of Environmental Engineering and assign them to provide sufficient technical support to potential investors*
- 3. Suggest specific responsibilities to local shareholders - research institutions and coordinate effective cooperation among different key actor*
- 4. Utilize the present institutional framework with regards to Development Agencies and LAGs in order to disseminate information on eco-innovation in rural areas*

5. *Assist in the creation of eco-clusters in all sectors and promote strategic synergies with neighbor countries*
6. *Accelerate and promote sufficient communication and interaction with the structures of the Regional Innovation Pole & the Innovation Centre of Crete.*
7. *Support the operation of an “open” informational system about new green technologies, products & services and cooperate effectively with the local chambers in order to promote interactive communication and continual improvement of the services provided within the Pilot Structure.*

6.4 FRAMEWORK OF THE OPERATIONAL OBJECTIVES

To build a clear and coherent “set of objectives” for each of the strategic lines/strategic axis identified in the previous paragraph.

The operational objectives should be built in such a way to “anticipating” the interventions proposed in the operational plan.

An operational or operating objective is a short-term goal whose attainment moves an organization towards achieving strategic or long-term goals. In business, operational objectives define a clear, often measurable, outcome of a business operation or process typically expected to be achieved within a single calendar or fiscal year. Operational objectives may be incremental steps or measures leading to the achievement of an operational goal. Also known as tactical objectives, each operational objective addresses some aspect of the business operation and implements some type of change that improves the position of the company in a direct or indirect manner¹⁹. They can be set, for instance, as an average amount or a range of catches, revenues or employment. They can also be set as limits reflecting ecological or socio-economic constraints (e.g. minimum spawning biomass, minimum viable revenues) within which the system is bound to remain.²⁰ In practice, one operational objective may imply a suite of complex interventions. On the other hand, one “intervention need” as described in the present operational plan may describe a single activity or a set of actions.

Under this framework, the Operational Objectives of the present operational plan are structured as follows:

Global **OBJECTIVE 1**: *Promote the greening of the regional food market*

Operational objectives:

1. Minimize use of chemicals and pesticides
2. Improve quality of local products
3. Utilize waste from agriculture and food manufacturing
4. Improve marketing potential of local products

¹⁹ http://en.wikipedia.org/wiki/Operational_objective

²⁰ <http://www.fao.org/docrep/006/y4773e/y4773e0a.htm>

Global **OBJECTIVE 2:** *“Rebuild” the tourism development model of the region*

Operational objectives:

1. Minimize use of water and energy consumption
2. Diversify tourist product
3. Improve quality of tourist services

Global **OBJECTIVE 3:** *Promote eco-innovation in the construction sector*

Operational objectives:

1. Increase the use of eco-efficient material, methods, techniques in the construction of public and private buildings
2. Minimise & Utilise waste from the construction sector
3. Increase the share of renewable energy in the construction sector

Global **OBJECTIVE 4:** *Increase and accelerate environmental management applications*

Operational objectives:

1. Protect quality of natural resources & biodiversity
2. Minimize consumption of water and energy
3. Monitor and evaluate natural resources and biodiversity
4. Promote environmental remediation of degraded soil, water & brown field sites

Global **OBJECTIVE 5:** *Increase eco-efficiency of regional transportation system*

Operational objectives:

1. Minimize consumption of fossil fuels
2. Improve quality of mobility through intelligent transport
3. Apply recycling in all ports and airports of the island

To this end, our aim is to simplify the regional eco-innovation strategy and identify an integrated approach giving special attention to the sectors of high priority. This integrated approach indicates how the sector of agriculture is combined with the food and drinks manufacturing into one “global” objective. On the other hand, the water and energy supply sector is integrated in all the 5 global objectives (agro-food, tourism, construction, environmental management and transportation) as the rational use of both resources preconditions that every economic activity integrates water and energy saving practices. Nevertheless, the development and application of eco-efficient environmental technologies with regards to water and energy saving is integrated in a separate global objective.

6.5 ANALYSIS OF THE COHERENCE AMONG INTERVENTION NEEDS, AND POSSIBLE STRATEGIC LINES AND OPERATIONAL OBJECTIVES

The present paragraph is turned to a first analysis of the coherence between the necessities and needs of intervention that emerged through SWOT analysis and the strategic lines that it is intended to pursue.
Please fulfill the Matrix 2 and 3²¹.

In the following two tables, we have incorporated all the references drawn from the SWOT analysis namely the intervention needs with regards to sustainable regional development. In Matrix 2, most of these intervention needs are associated with the objectives of a regional strategy for the development of eco-innovation. The strategy was then adapted on a sector level, so that it is consistent with the approach adopted in the previous step of MEDOSSIC project (see Existing Situation Analysis, Chapter 4).

Each intervention need is associated with a specific typology of eco-innovation and one of the 4 strategic axes identified in section 6.3. The type of the stakeholders involved in each activity is also described, while the relevance of each intervention need with the eco-innovation strategy is also evaluated.

As described above, the key stakeholders involved in the process of eco-innovation in the region of Crete are classified into 6 types of legal identities:

1. Research institutes and Universities
2. Local enterprises, SMEs
3. Incubators
4. Local Chambers
5. Regional and local Governmental Bodies including
6. Local Action Groups

Of course, the present Operational Plan will describe the ideal role of each actor/body within the pilot structure, but this does not imply an obligation from their side.

In Matrix 3, the Global Objective identified in section 6.2 is specialised for each one of the economic sectors with the most potential to develop/apply eco-innovation. The intervention needs have now been grouped into headings of Operational Objectives, each one of which corresponds to a different strategic line.

As explained before, the Operational Objectives represent a suite of complex interventions, while the intervention needs provided inspiration for clear identification of the actions with which the materialization of the global objective would be possible.

As such, the conceptualization model for matrix 3 is:

Global Objective → Strategic Line → Operational Objective → Possible action

²¹ → Guide for the fulfilment of Matrix 2

- Intervention needs: please indicate the intervention needs emerged by SWOT analysis
- Eco-innovation sector or typology: please indicate the sector/sectors and/or the kind of the involved reference eco-innovation
- Strategic lines: please identify the strategic lines identified in precedent paragraphs
- Please indicate involved or to be involved stakeholders
- Relevance for the strategy: please indicate with a value from 1 to 5 the relevance of the need and/or the emerged necessity.

The way possible actions are identified in Matrix 3 is attached to a logical framework that satisfies the needs of the region and addresses actions which imply:

- Cooperative approach and the creation of new partnerships (eco-clusters, etc.)
- New directions for applied (environmental) research and investigation studies
- New approach regarding the means used to provide support to SMEs
- Significant information campaigns and knowledge dissemination tools

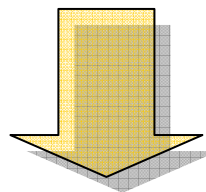
MATRIX 2 - Analysis of the coherence between intervention needs and strategic lines

A. INTERVENTION NEEDS	B. SECTOR/TYOLOGY OF REFERENCE ECO-INNOVATION	C. STRATEGIC LINES	D. INVOLVED OR TO INVOLVE STAKEHOLDERS	E. RELEVANCE FOR THE STRATEGY
1.1 Identify effective measures to tackle unemployment and create green jobs	ALL SECTORS/Organizational innovation	<i>Social equity</i>	- <i>Universities</i> - <i>SMEs</i>	<i>3 out of 5</i>
1.2 Increase the number of social structures in support of elderly and people in need	ALL SECTORS/Product and service innovation	<i>Social equity</i>	- <i>Regional and local Governmental Bodies</i>	<i>1 out of 5</i>
1.3 Increase structures & number of opportunities for lifelong learning of local population	ALL SECTORS/Product and service innovation	<i>Social equity</i>	- <i>Universities</i> - <i>SMEs</i>	<i>3</i>
2.1 Utilise tourist resources without endangering cultural and natural heritage	TOURISM/Product and service innovation	<i>Environmental sustainability</i>	- <i>Regional and local Governmental Bodies</i>	<i>4</i>
2.2 Promote alternative forms of tourism and especially eco-tourism and agro-tourism in the hinterland	TOURISM/Product and service innovation	<i>Economic sustainability</i>	- <i>Regional & local Governmental Bodies</i> - <i>SMEs</i>	<i>3</i>
2.3 Identify quality standards, effective marketing methods for local products and channels to increase sales and competitiveness of local products	AGRICULTURE/Organizational innovation	<i>Economic sustainability</i>	- <i>SMEs</i> - <i>Local chambers</i>	<i>4</i>
2.4 Promote cooperation among SMEs and utilise support structures and universities in order to encourage the adoption of contemporary production and management methods	ALL SECTORS/Organizational innovation	<i>Participation</i>	- <i>Universities</i> - <i>SMEs</i> - <i>Regional and local Governmental Bodies</i>	<i>4</i>
3.1 Elaborate & apply a regional tourist plan aiming to release pressure from the increased tourist and urban development at the northern part of the island with respect to its carrying capacity	TOURISM/Green system innovation	<i>Environmental Sustainability</i>	- <i>Universities</i> - <i>Regional and local Governmental Bodies</i>	<i>4</i>
3.2 Elaborate an integrated management plan for forests and water management in response to the predictions for Climate Change	WATER SUPPLY/Environmental technologies	<i>Environmental Sustainability</i>	- <i>Universities</i> - <i>Regional and local Governmental Bodies</i>	<i>3</i>
3.3 Assign a regional regulatory authority and employ sufficient environmental auditing in SMEs in order to safeguard the adoption of the principles of sustainability in every development activity	ENVIRONMENTAL MANAGEMENT /Organizational innovation	<i>Environmental Sustainability</i>	- <i>Regional and local Governmental Bodies</i>	<i>4</i>
3.4 Create management bodies for all the protected areas included in the NATURA 2000 network & elaborate an integrated management plan for protected sites and endangered species	ENVIRONMENTAL MANAGEMENT /Organizational innovation	<i>Environmental Sustainability</i>	- <i>Regional and local Governmental Bodies</i>	<i>3</i>
5.1 Promote the role of ICT sector within successful environmental practices (i.e. the adoption of ICT applications in green management systems for rational use of energy and water in hotels - early warning systems and remote sensing)	ENVIRONMENTAL MANAGEMENT/Green system innovation	<i>Environmental Sustainability</i>	- <i>SMEs</i> - <i>Local Chambers</i> - <i>Universities</i>	<i>4</i>

A. INTERVENTION NEEDS	B. SECTOR/TYOLOGY OF REFERENCE ECO-INNOVATION	C. STRATEGIC LINES	D. INVOLVED OR TO INVOLVE STAKEHOLDERS	E. RELEVANCE FOR THE STRATEGY
5.2 Promote the environmental education of professionals employed in the ICT sector	ENVIRONMENTAL MANAGEMENT /Organizational innovation	<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> - SMEs - Local Changers - Universities 	4
5.3 Promote the integration of GIS applications in policy making in reference to environmental management, landscape protection, transportation, erosion, climate change.	ENVIRONMENTAL MANAGEMENT /Environmental technologies	<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> - Universities - Regional and local Governmental Bodies 	5
5.4 Promote the use of ICT as well as the diffusion of modern eco-business in different industries (agriculture, tourism, construction, etc.)	ALL SECTORS/Environmental technologies	<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> - SMEs - Local Changers - Incubators 	4
6.1 Environmental training of farmers in order to avoid any additional loss of biodiversity (uncontrolled pasture and irresponsible use of pesticides).	AGRICULTURE/Green system innovation	<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> - SMEs - Local Action Groups 	3
6.2 Promotion of the use of new technologies and internet for farmers.	AGRICULTURE/Green system innovation	<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> - SMEs - Local Action Groups 	5
6.3 Provision of consulting services to farmers with regards to the applications of green technologies and environmental management systems.	AGRICULTURE /Green system innovation	<i>Environmental Sustainability</i>	<ul style="list-style-type: none"> - SMEs - Local Action Groups 	5
6.4 Integration of new technologies with regards to the promotion of agri-food sector.	AGRICULTURE/Environmental technologies	<i>Economic sustainability</i>	<ul style="list-style-type: none"> - SMEs - Local Action Groups 	4
6.5 Encourage apiculture as the means to maintain conservation of biodiversity.	AGRICULTURE/Green system innovation	<i>Economic sustainability</i>	<ul style="list-style-type: none"> - SMEs - Regional and local Governmental Bodies 	3
6.6 Encourage organic farming and provision of information with regards to relevant funding programs.	AGRICULTURE/Product and service innovation	<i>Economic sustainability</i>	<ul style="list-style-type: none"> - SMEs - Local Action Groups 	3
7.1 Promote the development of tourism activities in the hinterland together with other supplementary sectors i.e. agriculture in order to differentiate tourist product and increase employment in rural areas.	TOURISM/Product and service innovation	<i>Economic sustainability</i>	<ul style="list-style-type: none"> - SMEs - Regional and local Governmental Bodies 	4
7.2 Need to broaden up the applications of Environmental Management Systems in all the hotels of the island	TOURISM/Green system innovation	<i>Economic sustainability</i>	<ul style="list-style-type: none"> - SMEs - Local Changers - Regional and local Governmental Bodies 	2
7.3 Promotion of eco-innovative technologies for hotels and restaurants - i.e. Tourist exhibitions and conferences where new energy and water saving technologies are presented	TOURISM/ Environmental technologies	<i>Economic sustainability</i>	<ul style="list-style-type: none"> - SMEs - Local Changers - Regional and local Governmental Bodies - Universities 	4

A. INTERVENTION NEEDS	B. SECTOR/TYOLOGY OF REFERENCE ECO-INNOVATION	C. STRATEGIC LINES	D. INVOLVED OR TO INVOLVE STAKEHOLDERS	E. RELEVANCE FOR THE STRATEGY
7.4 Vocational training for employees in tourism sector integrating environment friendly practices (on the job training)	TOURISM/Green system innovation	<i>Economic sustainability</i>	- <i>SMEs</i> - <i>Local Changers</i>	3
7.5 Information campaigns and support for the initiation of new business in the sectors of agro-tourism and eco-tourism	TOURISM/Organizational innovation	<i>Participation</i>	- <i>SMEs</i> - <i>Local Changers</i> - <i>Incubators</i>	3
8.1 Adopt eco-efficient construction practices and material and adopt new technologies (remote sensing, etc.) in the construction sector	CONSTRUCTION/Environmental technologies	<i>Economic sustainability</i>	- <i>SMEs</i> - <i>Local Changers</i> - <i>Universities</i>	4
8.2 Encourage the organisation of vocational training for senior architects and civil engineers, technicians, (on the job training) etc.	CONSTRUCTION/Environmental technologies	<i>Participation</i>	- <i>SMEs</i> - <i>Local Changers</i> - <i>Universities</i>	3
8.3 Encourage cooperation among Technological Research Institutes (TUC) with local SMEs active in the construction sector in order to develop new construction materials and techniques	CONSTRUCTION/Green system innovation	<i>Participation</i>	- <i>SMEs</i> - <i>Local Changers</i> - <i>Universities</i>	5
8.4 Promotion of green roofs and gardens and organisation of competitions for the best green neighbourhood/initiative.	CONSTRUCTION/Green system innovation	<i>Participation</i>	- <i>Regional and local Governmental Bodies</i> - <i>Universities</i>	5
8.5 Production of informational material in cooperation with the Technical Chamber of Crete in order to promote environment friendly practices in the construction sector	CONSTRUCTION/Green system innovation	<i>Participation</i>	- <i>Regional and local Governmental Bodies</i> - <i>Local Changers</i>	5
9.1 Promote car-pooling practices within businesses and public organisations	ALL SECTORS/Organizational innovation	<i>Participation</i>	- <i>SMEs</i> - <i>Regional and local Governmental Bodies</i>	5
9.2 Encourage broad participation in the deliberation processes relevant to the construction of a new airport and other big infrastructure	CONSTRUCTION/Organizational innovation	<i>Participation</i>	- <i>Regional and local Governmental Bodies</i> - <i>SMEs</i> - <i>Local Changers</i> - <i>Universities</i>	2
9.3 Encourage environment friendly practices (i.e. recycling) in big boats and shipping activities	TRANSPORT/Green system innovation	<i>Economic sustainability</i>	- <i>Regional and local Governmental Bodies</i> - <i>SMEs</i> - <i>Local Changers</i>	4
9.4 Improving mobility for the elderly, disabled, isolated, and economically disadvantaged;	TRANSPORT/Green system innovation	<i>Social equity</i>	- <i>Regional and local Governmental Bodies</i>	
10.1 Contribute so that new green technologies are adopted by local	MANUFACTURING/Environmental	<i>Participation</i>	- <i>Regional and local</i>	5

A. INTERVENTION NEEDS	B. SECTOR/TYOLOGY OF REFERENCE ECO-INNOVATION	C. STRATEGIC LINES	D. INVOLVED OR TO INVOLVE STAKEHOLDERS	E. RELEVANCE FOR THE STRATEGY
manufacturing enterprises	technologies		<i>Governmental Bodies</i> - <i>SMEs</i> - <i>Local Changers</i>	
10.2 Promote cooperation of local SMEs with Research Institutes and University departments, based on the basic needs of SMEs for the development of new - green technologies	ALL SECTORS/Organizational innovation	<i>Participation</i>	- <i>SMEs</i> - <i>Local Changers</i> - <i>Universities</i>	5
10.3 Assist in the greening of the sector by implementing free energy and environmental auditing in SMEs in the sector and inviting them to apply for a free EMAS pilot application.	ALL SECTORS/Green system innovation	<i>Economic sustainability</i>	- <i>SMEs</i> - <i>Local Changers</i> - <i>Regional and local Governmental Bodies</i>	5
10.4 Organise relevant vocational training and staff exchange in manufacturing renewable energy technology with the aim to develop some new manufacturing businesses in the sector.	MANUFACTURING/Product and service innovation	<i>Participation</i>	- <i>SMEs</i> - <i>Incubators</i>	5
10.5 Encourage the creation of new eco-clusters active in the sectors of food and drinks manufacturing and assist in the institutional adoption of environmental standards.	MANUFACTURING/Organizational innovation	<i>Participation</i>	- <i>SMEs</i> - <i>Local Chambers</i>	5
11.1 Promote the rational use of water and energy saving in both business and households with the use of door to door information campaigns	WATER & ENERGY /Environmental technologies	<i>Participation</i>	- <i>Regional and local Governmental Bodies</i> - <i>Universities</i>	5
11.2 Turn towards the production of clean energy technologies and mechanical equipment that is used for the utilisation of solar, wind and geothermal energy instead of importing the entire installations.	WATER & ENERGY /Environmental technologies	<i>Participation</i>	- <i>Universities</i>	5
11.3 Promote research results regarding the production of energy from biomass (including energy plants and bio fuels) in order to contribute to the rational use of relevant technologies	WATER & ENERGY /Environmental technologies	<i>Participation</i>	- <i>Regional and local Governmental Bodies</i> - <i>Universities</i> - <i>Incubators</i> - <i>Local Chambers</i>	5
11.4 Utilize funding programs in order to implement pilot demonstration projects with installations of renewable energy technologies in public buildings.	WATER & ENERGY /Environmental technologies	<i>Participation</i>	- <i>Regional and local Governmental Bodies</i>	5



Matrix 3 - Synthesis framework of SOP objectives

GLOBAL SOP OBJECTIVE	STRATEGIC LINE	OPERATIONAL OBJECTIVES	POSSIBLE IDENTIFIABLE ACTIONS
<i>Encourage & promote the greening of food market</i>	<i>Social equity, community health, safety and wellbeing</i>	1.1 Minimize use of chemicals and pesticides	<ol style="list-style-type: none"> 1) Provide Environmental training to farmers in order to avoid any additional loss of biodiversity (uncontrolled pasture and irresponsible use of pesticides). 2) Provide consulting services to farmers with regards to the applications of environmental management systems (i.e. through their professional associations)
	<i>Social equity, community health, safety and wellbeing</i>	1.2 Improve quality of local products	<ol style="list-style-type: none"> 1) Encourage organic farming and provision of information with regards to relevant funding programs. 2) Identify (environmental) quality standards
	<i>Environmental Sustainability</i>	1.3 Utilize waste from agriculture & food manufacturing	<ol style="list-style-type: none"> 1) Promote research results regarding the production of energy from biomass (including energy plants and bio fuels) in order to contribute to the rational use of relevant technologies 2) Contribute so that new green technologies are adopted by local manufacturing enterprises (active in food manufacturing) for the utilization of waste streams
	<i>Economic Sustainability</i>	1.4 Improve marketing potential of local products	<ol style="list-style-type: none"> 1) Promote the use of new technologies and internet to farmers. 2) Integrate new technologies in the marketing process of local agri-food. 3) Encourage the creation of new eco-clusters active in the sectors of food and drinks manufacturing and assist in the institutional adoption of environmental standards.
<i>"Rebuild" the tourism development model of the region</i>	<i>Environmental Sustainability</i>	2.1 Minimize use of water and energy consumption	<ol style="list-style-type: none"> 1) Assist in the greening of the sector by implementing free energy inspections and environmental auditing in SMEs and inviting them to apply for a free EMAS pilot application. 2) Promote the use of ICT as well as the diffusion of modern eco-business in different industries (agriculture, tourism, construction, etc.) 3) Promote eco-innovative technologies for hotels and restaurants - i.e. within Tourist exhibitions and conferences were new energy and water saving technologies are invited to present their products (i.e. organise a Green Week for eco-innovation in cooperation with Research Institutions)
	<i>Economic Sustainability</i>	2.2 Diversify tourist product	<ol style="list-style-type: none"> 1) Promote the development of tourism activities in the hinterland together with other supplementary sectors i.e. agriculture in order to differentiate tourist product and increase employment in rural areas. 2) Information campaigns and support for the initiation of new business in the sectors of agro-tourism and eco-tourism
	<i>Economic Sustainability</i>	2.3 Improve quality of tourist services	<ol style="list-style-type: none"> 1) Elaborate & apply a regional tourist plan aiming to release pressure from the increased tourist and urban development at the northern part of the island with respect to its carrying capacity 2) Vocational training for employees in tourism sector integrating environment friendly practices
<i>Promote the greening of the construction sector</i>	<i>Environmental Sustainability</i>	3.1 Increase the use of eco-efficient material, methods, ICT technologies in the construction of public and private buildings	<ol style="list-style-type: none"> 1) Promote the use of green ICT for the construction of smart public infrastructure (road networks, public buildings, hospitals, stadiums, etc.) 2) Promote bio-climatic construction of buildings through special information campaigns 3) Promote the construction of pilot eco-villages through appropriate Public Private

GLOBAL SOP OBJECTIVE	STRATEGIC LINE	OPERATIONAL OBJECTIVES	POSSIBLE IDENTIFIABLE ACTIONS
			Partnerships 4) Promote the use of energy friendly practices in renovation and rejuvenation of historical buildings
		3.2 Minimise & Utilise waste from the construction sector	1)Initiate a Masters program in Life Cycle Assessment in the Technical University of Crete 2) Promote voluntary agreements among property owners (eco-clusters) in order to minimize energy use and share information, set common targets, benchmarks, etc. 3) Organize annual competitions for the nomination of the best eco-design project in the academic sector
		3.3 Increase the share of renewable energy in the construction sector	1) Implement pilot demonstration projects with installations of renewable energy technologies in public buildings. 2) Promote Public Private Partnerships (PPP) for the construction of green buildings - projects
<i>Increase and accelerate development of environmental technologies & environmental management applications</i>	<i>Environmental Sustainability</i>	4.1 Protect quality of natural resources & biodiversity	1) Promote cooperation of local SMEs with Research Institutes and University departments, based on the major needs of SMEs for the development of new - green technologies (i.e. by establishing a regular open access meeting point and using a combination of a special website, physical contact and electronic means for the exchange of information) 2) Elaborate an integrated management plan for forests and water management in response to the predictions for climate change 3) Establish management bodies for all the protected areas included in the NATURA 2000 network & elaborate an integrated management plan for protected sites and endangered species 4) Encourage apiculture as the means to maintain conservation of biodiversity. 5) Promote the application of Environmental Management Systems in both Public and Private Enterprises 6) Promote the creation of Environmental Volunteering Groups
		4.2 Minimize consumption of water and energy	1) Promote the rational use of water and energy saving in both business and households with the use of door to door information campaigns
		4.3 Monitor and evaluate natural resources and biodiversity	2) Promote the environmental education of professionals employed in the ICT sector 3) promote the integration of GIS applications in reference to environmental management, landscape protection, transportation, erosion, climate change.
		4.5 Promote environmental remediation of degraded soil, water & brown field sites	1) Elaborate & apply a regional tourist plan aiming to release pressure from the increased tourist and urban development at the northern part of the island with respect to its carrying capacity 2) Soil remediation in all the contaminated brownfield areas i.e. dums, industrial areas, etc. 3) Evaluate the levels of contamination from intense use of pesticides on the south of the prefectures of Lasithi and Heraklion (Research study)
<i>Increase eco-efficiency of regional</i>	<i>Environmental Sustainability</i>	5.1 Minimize consumption of fossil fuels	1) Promote eco-efficient car routing of freight cars and broad use of ICT technologies in public & private transport

GLOBAL SOP OBJECTIVE	STRATEGIC LINE	OPERATIONAL OBJECTIVES	POSSIBLE IDENTIFIABLE ACTIONS
<i>transportation system</i>			<ul style="list-style-type: none"> 2) Promote car-pooling practices within businesses and public organizations 3) Eco-efficient transportation system including use of bio-fuels, and applications of smart and eco-friendly practices 4) Promote eco-driving through big information campaigns within public parking areas
		5.2 Improve quality of mobility through intelligent transport	<ul style="list-style-type: none"> 1) Promote Pilot testing of traffic management technologies in the big cities of the island 2) Create a website with which to provide traveller information and advisory services 3) Promote the creation of car free areas in big cities.
		5.3 Apply recycling in all big stations (ports and airports of the island)	<ul style="list-style-type: none"> 1) Promote recycling in big boats by increasing Corporate Social Responsibility of big shipping enterprises 2) Promote recycling in big bus stations

7 THE OPERATIONAL PLAN

7.1 GOOD PRACTICES FOR THE ACTUATION OF THE STRATEGIC AND OPERATIONAL PLAN

Please list 1 or more good practices among the identified ones in the field of the phase WC3 - "Good practices" that will be considered while defining possible actions and interventions, according with the following table of synthesis.

7.1.1 GOOD PRACTICE No1: Andalusian Technology Network, RETA

Good Practice Title	Andalusian Technology Network , RETA
Promoting Subject	 <p>(ECO)-INNOVATION SUPPORT organisation Red de Espacios Tecnológicos de Andalucía</p>
Good practice description	<p>The Andalusian Technology Network (RETA) is a non-profit organization that was incorporated in April 2005 at the initiative of the Regional Ministry of Innovation, Science and Enterprise to Foster R+D+I in Andalusian companies. RETA's main objective is <i>to boost and improve the innovation to all Andalusian companies regardless of their size or territorial location, through three premises:</i></p> <ul style="list-style-type: none"> • To have traditional companies that innovate • To have innovative companies that carry out R+D • To have companies that already carry out R+D+I to continue growing <p>To this end, RETA agglutinates the Autonomous Community's innovation offer and makes it available to Andalusian companies. For its networking model and its large presence in the Andalusian region, RETA is an innovative and unique experience in Spain and Europe, which has the backing of the European Union, through the Regional Program of Innovative Actions (PRAI - RETA).</p> <p>The PRAI-RETA is an instrument funded by DG Regional Policy of the European Commission through the European Regional Development Fund (ERDF), which was approved by European Commission Decision on 12 April 2006.</p> <p>Since its inception, has sought to facilitate the PRAI European regions the opportunity to experiment in innovation and development, to address large projects territorial jurisdictions.</p> <p>This initiative also offers regions the opportunity to explore many new aspects in R & D that are not taken into account in the context of the Structural Funds. The end result: a significant improvement in</p>

competitiveness and the level of technological development and creating more highly skilled jobs.

The RETA has allowed PRAI-territorial growth of the Network of Technological Spaces of Andalusia, in the framework of this program has launched new technology clusters, mainly in:

1º Industrial estates away from the nuclei of innovation
2º Technology centres related to traditional productive sectors

MISSION AND GOALS

RETA's mission is to move the capacity of innovation of the Technological Centres of Andalusia and the knowledge generated at the universities to the whole Andalusian productive network in order to change it into highly competitive services and products.

RETA guarantees equal opportunities to all companies. RETA is located in Technological and Industrial Parks; in order the big size companies, as well as small businesses to be able to get advantages from technology and innovation.

- To stimulate and to guarantee the Innovation and Technology Transfer
- To find out opportunities from Innovation and Technological Development
- To foster networking and to boost internationalizations
- To enhance the Andalusian productive network competitiveness

"Technology Clusters"

RETA operates as a network deployed throughout every Andalusian Province by means of this "Technology Clusters" located in Technology Parks, Innovation Centres and the major Industrial Parks of the Region. "Technology Clusters" are placed at the heart of companies concentrations in specific geographical areas, where a RETA Technology Expert provides services and advice to local companies, so as to help them innovate.

Technological Areas Network of Andalusia (RETA) operates in the territory through Technology Partnerships (AGT). Technological clusters are concentrations of firms in science parks and industrial estates where there RETA agents work directly with employers in your area to facilitate access to services R&D provided by the network.

The value and uniqueness of RETA agents is that *directly and personally working with entrepreneurs*. Technology Partnerships Agents *visit companies*, meet their needs and detect in the Andalusian Knowledge System the most effective solutions.

Among the activities of Agents are:

- Convert to TGA in the network nodes Technological Spaces, transferring the experience of the Technology Park to the Industrial Estates
- Enhance the capacity of innovation and enterprise development.
- Promote liaison between business and science.
- Connect business with innovation capacity to CIT, BICs and other businesses of the municipality or adjacent municipalities in the same grouping Technology.
- Technological diffusion among traditional companies so that the use of new technologies promoting modernization and innovation capacity in the future.

“RETA: a service at hand”

RETA offers Andalusian companies a direct, close, personalized and free consultancy service on:

1. R+D+I financing and results protection.
2. Creation of Innovate and technology-based companies.
3. Business cooperation.
4. Industrial promotion of small and medium-sized companies.
5. Introduction of business management tools and systems.
6. Product and process engineering.
7. Technology Transfer.
8. Specialized Training.

Info (website, contact)

<http://www.reta.es/>

Name of the MEDOSSIC partner that analyzed the good practice/
Reference Code (deliverable number)

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Why it represents a good practice for the region of Crete?

The reasons why RATE is considered a Good Practice and worth to transfer in the region of Crete is the fact that It operates within the Industrial and Technological areas of the province, close to business that generate a significant amount of waste and emissions. This placement facilitates easy access to information and tailored made consultation to all enterprises. For Crete, even though the same practice have been followed i.e. the Incubator of Chania and Rethymnon, still its successful implementation demands hard work

for effective interaction-cooperation not only with the new start-up organisations but also with the existent enterprises (Technological Park) that face productivity problems and lack very much behind with regards to innovation. Hence, the second most interesting element in the operation of RATE is exactly the fact that it constitutes a support structure to boost and improve the innovation to all Andalusian companies regardless of their size, age or territorial location.

7.1.2 GOOD PRACTICE No 2: Eco-innovation & Green Entrepreneurship week

Good Practice Title	Eco-innovation & Green Entrepreneurship week
Promoting Subject	 Patras Science Park
Good practice description	<p>Patras Science Park (PSP) is an active organization established 15 years ago. Today, a remarkable number of new and strong enterprises are operating under the auspices of PSP, most of them are inventors, adepts and users of new technologies, and PSP deserves to look forward in the future with trust and optimism. The strategic target of PSP is to establish an Innovative Business Area in the Region of West Greece, which will be a development and guidance tool for this Region towards the “rising innovative economic-productive frame” by facilitating - additively and alternatively- new economic, productive and business activities in the region. Thus, it aims at contributing essentially to the “innovative area” prominence.</p> <p>Every year, the Patras Science Park (PSP) organizes a special week with the cooperation of all research and academic institutes of the region of Western Greece. The event is co-funded by the General Secretary of Research & Development, the Municipality of Patra and the Region of Western Greece. The aim is to promote the research and academic work in the area by creating appropriate conditions for the development of innovative enterprises, and facilitate the model Knowledge → Research → Innovation → Entrepreneurship</p> <p>Innovation and Entrepreneurship Week addresses one “global” theme, while each one of the 5 working days is devoted to a special subject. In 2010 the organizers chose to develop the themes of</p> <ul style="list-style-type: none"> • Research and Technological Development, • Networking and Clustering of SMEs, • Human Resources Management and Development. • Environmental Legislation with regards to big ports • High Technology Forum • Renewable Energy & Landscape Management • Funding Mechanisms for SMEs <p>Research results and good practices were presented while except from the academics and the representatives of local SMEs the organisation invited also representatives of important stakeholders</p>

such as the President of the Greek Venture Capital Association, the Ministry of Economy, Competitiveness and Shipping, etc.

The Park consists a one-stop shop hosting 3 different structural units in support to innovation and entrepreneurship:

1. Business Innovation Centre
2. Technology Transfer Unit
3. Business Incubator

The park hosts eco-innovative spin-off enterprises such as:

- HELBIO SA, which develops and markets hydrogen fuel processors for energy applications and has established a leading position worldwide in hydrogen production from bio-fuels.
- ADVENT SA, which also develops and markets new materials and systems for renewable energy sources such as fuel cells and photovoltaic systems.

As well as a non-profit organisation, the Institute AEIPLIOUS which aims at the promotion of the Sustainable Development principles as well as the promotion and exploitation of Innovations that contribute to Sustainable Development, especially in Western Greece (Regions of Western Greece, Peloponnesus and Ionian Islands) and generally in Greece and abroad. The institute is mainly activated in the sectors of

- SUSTAINABLE CONSTRUCTION and
- UNDERWATER environmental studies.

Info (website,
contact)

www.psp.org.gr

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Name of the

This particular Good Practice was not involved in the Good Practice

MEDOSSIC partner that analyzed the good practice/Reference Code (deliverable number)

Guide of MEDOSSIC as it is not coming from the Region of Crete. The partner who identified the case was PP5: OANAK. PSP is associated with the Good Practice Case of FORTH and the Centre of Innovation in TUC which have been described within the Good Practice Guide (Ref. No. 1G-MED08-289/Deliverable 3.22)

Why it represents a good practice for the region of Crete?

The reasons why PSP is considered a Good Practice and worth to transfer in the region of Crete is the fact that It operates effectively as a Technology Transfer Unit. It organises various communication events which facilitate this technology transfer and the interaction of researchers and assists in the networking of businesses during the Innovation and Entrepreneurship week.

PSP is part of FORTH, and operates within the establishments of the Institute of Chemical Engineering and High Temperature Chemical Processes, that is based in the sub-urbans of Patras city.

7.1.3 GOOD PRACTICE No 3: Eco-innovation & Green Entrepreneurship week

Good Practice Title

Environmental Quality Bonds: A public eco-cluster

Promoting Subject



Good practice description

QuB is a public partnership scheme in Germany, based in the region of Federal States of Bayern, Schleswig-Holstein, Thüringen, and in particular the City of Hamburg. The partnership cooperates with external consultants from Hamburg, Bremen, Chemnitz, Dresden and Leipzig and involves a wide range of public organizations such:

- Governmental departments,
- Environmental Institutions
- Chambers

In order to facilitate the development, application and certification of Environmental Management Systems in the Small Medium Enterprises of the region and in particular the SMEs of the public sector (i.e. municipal enterprises or private bodies governed by public law active in manufacturing, construction, commerce, etc.).

Each benefiter organisation (public enterprises) pays a minimum membership fee to QuB in order to have access to environmental consulting services and technical support such as Environmental Training, Development of an Environmental management system, online tools, active/direct support and advice, etc.

The QuB scheme offers EMS certification designed specifically for

	<p>each single enterprise. It provides group-based training - in small groups of a maximum 10 enterprises - in sessions held over a six-month period. The service includes training and consultation from an external specialist, information on the environmental impact of an enterprise and on how to train staff to improve environmental performance. Certification is then carried out by an independent auditor. Many of the regions involved offer to pay for half or more of the cost and the scheme has been so successful that it is expected to expand into other German states.</p>
Info (website, contact)	<p>Address: Sulzbacher Str. 11-15, 90489 Nürnberg, Germany Tel: +49 (0911) 5309-308 Fax: +49 (0911) 5309-181 Email: info@qub-info.de Web: http://www.qub-info.de/derquh/der_quh.php</p>
Name of the MEDOSSIC partner that analyzed the good practice/ reference code (deliverable number)	<p>Good Practice was presented in Brussels ECAP workshop for the Environmental Compliance of SMEs and was drawn from the Database of the European Commission (in cooperation with the DG Enterprise & Industry) http://ec.europa.eu/environment/sme/cases/article_9376_en.htm</p>
Why it represents a good practice for the region of Crete?	<p><i>QuB is considered a Good Practice at European level and is absolutely meaningful to transfer in the region of Crete in order to stimulate the application of Environmental Management Systems in public and private enterprises. OANAK in particular may embody the operation of such a scheme as its statute already involves the provision of relevant services to other public organizations and it's experienced in providing technical support in environmental technology. As such, this new package of eco-services may be developed within the administrative component of the Deputy of Planning and Services Development and in this way the organisation would be able to strengthen eco-innovation capacity and improve environmental performance of both public bodies and SMEs.</i></p>

7.2 PILOT PROJECT No1: *Establishment of an operational structure aiming to strengthen the regional eco-innovation capacity.*

For operational objectives of greatest relief for the identified strategy in Matrix 2 and 3 and in particular for one or more of actions identified in Matrix 3, please describe in detailed way the pilot actions that it is intended to realize in the field of the project, by compiling all fields/entries of the template - guide lines for the description of the pilot project as follows.

If necessary please duplicate the table 7.1 for each pilot project

The Pilot Project of MEDOSSIC is perceived to facilitate the organisation of a special cooperative scheme aiming to strengthen the eco-innovation capacity of the region. It will comprise the materialization of an action presented in Matrix 3 (Action 4.1.1: Promote cooperation of local SMEs with Research Institutes and University departments, based on the major needs of the local economy aimed at the development of new - green technologies). This Pilot Structure will represent the cornerstone for the development of eco-innovative SMEs in the island. It should facilitate the implementation of the present Operational Plan and represent a structure that contributes to the:

- Environmental technology transfer among existent business and research centers through the creation of eco-clusters
- Broad application of environmental Management Systems with on-the-job training for entrepreneurs and SMEs in cooperation with experienced environmental consultants
- Identification of tailor made support services and fund raising for the installation of new green technologies within existent enterprises
- Early and effective response of SMEs to the challenges of Climate Change and the adaptation of the production and the supply chain modes of their products and services
- Provision of environmental consultation relevant to new business ideas with regards to their environmental impact and the assessment of their Cost and/or Benefits to climate change, natural resources and biodiversity.

The following table describes the Pilot Structure. It comprises a fundamental cooperative approach leading to the establishment of a new regional partnership, assisting in the coordination of all the different regional stakeholders and *playing a key role in the consolidation of the regional eco-innovation strategy*. This cooperative structure will encourage and support the creation of additional partnerships (eco-clusters) serving local economy and will promote synergic approach towards the conduction of applied research and investigation studies. It will explore new tools and communication channels and guarantee that all key actors are thoroughly informed and actively involved in the sustainable development process and truly benefited from Green Growth.

7.2.1. GENERAL DESCRIPTION

Title	Establishment of a regional structure aiming to strengthen the eco-innovation capacity of Crete.
Objectives	<ul style="list-style-type: none"> Promote cooperation of local SMEs with Research Institutes and University departments, based on the major needs of local enterprises for the development of new - green technologies. Encourage the greening of the local economy and support the production of green products and services. Integrate innovative environmental technologies and environmental management systems in the operation of both public and private sector.
Sectors or sub-sectors involved	<ul style="list-style-type: none"> All sectors involved Sectors of high priority are agro-food, tourism, construction, & transportation
Eco-innovation technology involved	<p><i>All technologies related to integrated water management, protection of biodiversity, production and management of renewable energy, minimisation of waste and remediation of pollution, intelligent infrastructure, monitoring & evaluation of biodiversity and natural resources. In other words,</i></p> <ul style="list-style-type: none"> All eco-innovative technologies <u>produced</u> in the Research Institutes of the island. All eco-innovative technologies identified as Good Practices from the partnership and other European bodies
Actors and stakeholders involved	<ul style="list-style-type: none"> Chambers of Heraklion, Lasithi, Rethymnon and Chania FORTH, TUC, UoC, MAICH, IMB, ITE Municipalities and Communities of Eastern Crete Regional Energy Centre and NGOs and other regional bodies, active in the field of environment, etc.
Working group	A Scientific Community that consists of representatives of all the above organisations operating under the coordination of OANAK and communicating effectively with local economic actors & SMEs.
General description of the action.	<p>The present operational structure focuses on the needs of both public and private sector to promote environmental management, maintain good quality of natural resources and protect biodiversity. It is aimed to concentrate and utilize environmental knowledge, emerging eco-innovative technologies and specialized methodologies in the provision of environmental consulting services in order to strengthen regional capacities in sustainable environmental management and promote a greener economy.</p> <p>Specifically, the Pilot Structure will be a regular open access meeting point that facilitates communication between SMEs and all involved stakeholders. The meeting point is embodied through a mixture of communicative and interactive tools. It uses both electronic and physical contact among all stakeholders and local community and a special website. It also facilitates the organisation of regular meetings events and thematic forums for</p>

the exchange of knowledge and information.

In the first conceptualization phase, the project involves the identification of the structure's:

- Statutory Objectives
- Means and tools
- Organizational chart
- Skills and competences

Within the (second) implementation phase the project is expected to release the materialization of at least 4 actions, described below:

1. GREEN THINK TANK
2. PUBLIC ECO-CLUSTER
3. CRETAN "GREENNO" WEEK
4. PRIVATE ECO-CLUSTERS

As soon as this first implementation phase is finished, the first evaluation should be conducted, assessing witnessed success and failure factors. The continuation of the project in its (third) following implementation phase should involve the identification and of high priority actions and the implementation of the Regional Operational Plan as described within MATRIX 3. The decision on priorities will be taken considering the insisting needs of local SMEs and local environment, the skills of researchers, as well as the available infrastructure and financial resources.

7.2.2. ACTUATION AND MANAGEMENT MODALITY

• PARTNERSHIP COMPETENCES AND THEIR ORGANIZATIONAL MODALITIES

Please describe what the competences of the promoting subjects and those part of the social, economic partnership / stakeholders are, and through which they commit themselves and organize for the attainment of the planned objectives in accordance with established times and levels of efficiency/effectiveness.

The creation of a partnership which incorporates both local administration and research institutions together with the existent support structures and the civil society and facilitates their continual involvement and interaction is the only structure that may guarantee the transfer of research results into the local market. Such a partnership is expected to increase competitiveness of local products and services and contribute to the increase of productivity and the production of innovation in support to the sustainable regional development.

The Pilot Structure should facilitate the continual *interaction* and operation of the partnership. The interaction among these bodies is expected to bring additional ideas for research projects and facilitate the fulfilling of local needs. It is also expected to contribute in the increase of funding from private sources.

As such, the "Global Objective" would be ratified by a "Global Agreement" and the mobilisation of investment funds.

The official creation of the partnership will be embodied as soon as an agreement contract is thoroughly prepared and all parties have signed and ratified it. The agreement contract will name all the stakeholders involved in the partnership, the purpose for its foundation, as well as the place for its establishment and its operational base, together with a general description of its human and its financial resources.

The following table presents a proposed list of stakeholders to be involved in the partnership and their main competences, useful for the realisation of the Global Objective.

Pilot Structure: Stakeholders' Role and Competences		
LEGAL STATUS	ORGANISATION NAME	MAIN COMPETENCES
Public Research & Education bodies	<ul style="list-style-type: none"> Mediterranean Agronomic Institute of Chania University of Crete (UoC) Technological Institute of Crete (TEI) Technical University of Crete (TUC) Foundation of Research & Technology (FORTH) Hellenic Centre for Marine Research - Institute of Marine Biology & Genetics 	<ul style="list-style-type: none"> Attract and employ the most talented human resources Are able to establish environmental excellence Elaborate applied research and investigation studies Provide specialised knowledge and technology
SMEs (GP)	<ul style="list-style-type: none"> BIOAROMA MILIA BIOLEA Humo - Olea LTD 	<ul style="list-style-type: none"> Are able to transfer successful good practices and provide consultation to new and existent enterprises
Incubators	<ul style="list-style-type: none"> STEP-C Centre of Innovation Incubator of new enterprises of Chania Incubator of new enterprises of Rethymnon 	<p>Accelerate the process of creating successful enterprises by providing a comprehensive and integrated range of support to start-up businesses including:</p> <ul style="list-style-type: none"> Incubator space Business support services Networking

Pilot Structure: Stakeholders' Role and Competences		
LEGAL STATUS	ORGANISATION NAME	MAIN COMPETENCES
Chambers & Business Association ²²	<ul style="list-style-type: none"> Chamber of Commerce of Heraklion, Lasithi, etc. Association of Cretan Exporters Association of Hotel owners Association of agro-tourism Union of Agricultural Cooperatives 	<ul style="list-style-type: none"> Organise and host conferences and intense environmental training programs for their members Promote networking and eco-clustering Promote environmental quality standards in different types of industries
Bodies governed by public law/ Local Authorities	<ul style="list-style-type: none"> ONAK DEDISA REGIONAL ENERGY CENTRE AKOMM OAS (Development Organisation of Siteia) Municipality of Episkopi²³ Municipality of Heraklion Prefecture of Heraklion Municipality of Alikarnasos 	<ul style="list-style-type: none"> Facilitate the development of eco-innovation through Green Public Procurement Provide adequate support to local SMEs and local administration bodies with regards to green development through permanent support/counselling structures. Assign and fund the elaboration of applied research and investigation studies Establish adequate tools and mechanisms to safeguard enforcement of environmental regulation Incorporate environmental dimension in all operations and their everyday facilities Elaborate and implement sustainable development strategy in all different areas of natural environment (climate change, biodiversity, noise and air pollution, spatial planning, etc.)
Other Non Governmental (non-profit) Organisations	<ul style="list-style-type: none"> Speleological Organisations of Crete Mountaineering Clubs of Crete Cultural Associations of Crete ECO-clubs of Crete 	<ul style="list-style-type: none"> Involve beneficiaries and promote community consensus towards regional eco-innovative partnerships Promote pluralism, diversity and creativity in protecting natural environment Advance science and thought in environmental issues Sensitise and raise concern on the environmental responsibility of local community and economic actors Motivate citizens to act, rather than depend on state power and beneficence.

²² Chamber and Associations of enterprises cannot make decisions on behalf of their members, nor can they enforce compliance amongst their members

²³ Due to the structural changes taking place in the local governance system of Greece (New architectural framework of Kallikratis), these municipalities will not exist from 1st January 2011 but will be merged in bigger units/municipalities.

- **MANAGEMENT SUBJECT AND/OR MODEL**

The choice of the model influences the procedures that can/must be adopted for the implementation.

Will it be opportune to create a new unitary subject/body, of at stake interests? If yes, is it a public or private body?

Describe the selected management model, by highlighting its innovative aspects and the reason why it is thought the "best" solution.

There are at least three alternatives regarding the possible organizational chart of the new structure; either to:

- Be involved & established within the organizational structure of OANAK or to
- Be founded as a new independent nonprofit organization from scratch, or to
- Start-up as a part of OANAK in its first pilot phase and be released as an independent organisation in its second operational (implementation) phase, after it has been tested and evaluated for its success.

In the first case, the pilot structure is hosted within the organizational chart of OANAK, is supported by its staff, and uses its infrastructure. This case implies a big risk the structure to be active only at its first steps and be forgotten as time goes by and as heavy workload for the activities of OANAK does not allow taking care of the ECO-INNOVATION cooperative structure. This case would actually lead with mathematical preciseness to the abandonment of the whole idea for the eco-innovation stakeholders to operate under the same structure for the strengthening of regional eco-innovation capacity.

In the second choice, the new structure is independent from its start-up and operates as a new organization built from scratch. It should be manned with highly qualified staff and start operating immediately. However, this seems to be very risky at the moment if not feasible at all. First of all because the whole idea seems to be *quite immature* to be supported by local stakeholders from this very moment and secondly, because the financial recession and the ugly public finances do not allow the creation of one more new public organisation, funded by public budget.

The third choice which seems to be the most feasible would also be the safest. The new structure will be hosted within the operational structure of OANAK and will be using its staff and infrastructure. Stakeholders, who would also be the founding members in the second phase of the project, will be able to test their own efficacy in managing and operating under a common operational structure and obeying the same rules and responding to specific obligations. This pilot testing phase will last until the end of MEDOSSIC project. By then, an evaluation study should be implemented, assessing for the efficacy of the structure based on the results achieved within a six-month period. After that, the release of the pilot structure as a new independent organisation will be decided.

The potential management scheme of the pilot structure as this is related to the third choice should be incorporated in the operational structure of OANAK so that its continual monitoring and support by the experienced staff of the organisation is feasible and functional. OANAK will provide the new structure with all the infrastructure and human resources necessary to materialise operational objectives and implement the associated activities. The new structure will be incorporated within the Directorate of Planning and Development of OANAK, and operate under the supervision the Department of Research and New Businesses.

The role of OANAK would be to assist in the “*successful incubation*” of this new pilot structure, so that in the near future to evaluate the possibilities to release and let it operate as an independent structure supporting regional eco-innovation. To achieve this, there is a need the new structure to be continuously evaluated with regards to both results achieved and flexibility of operational functions.

The operational model of the pilot structure is described below:

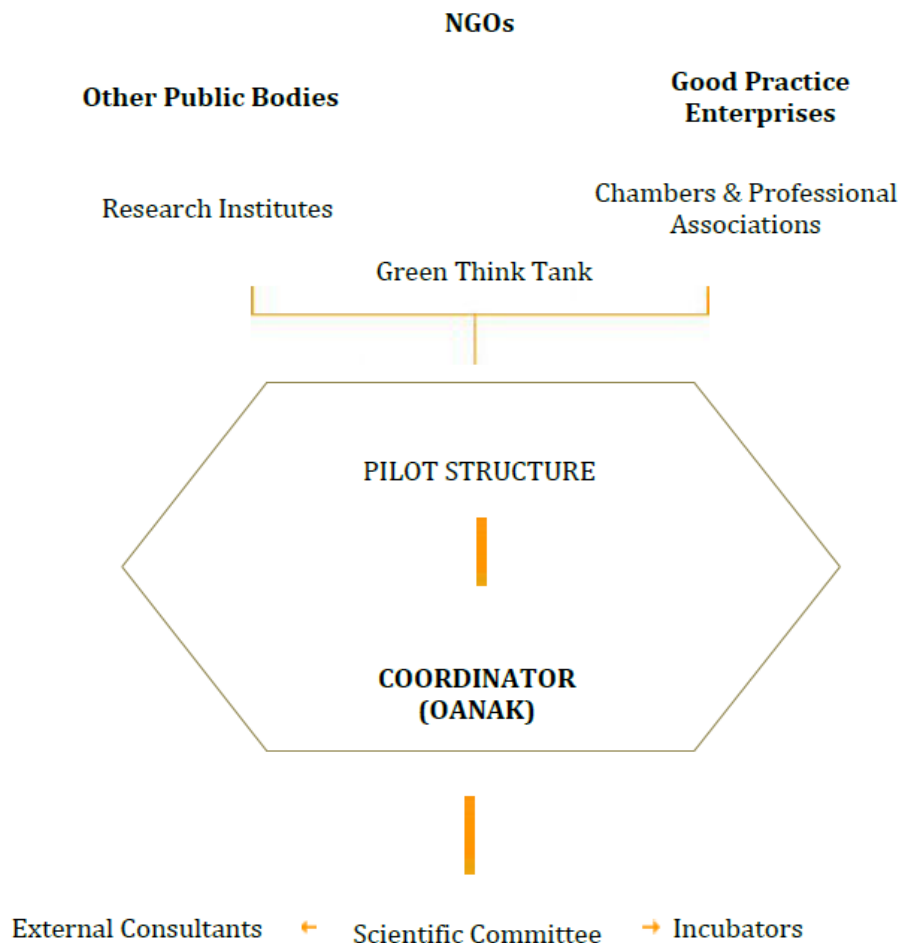


Figure 1: THE OPERATIONAL MODEL OF PILOT STRUCTURE

Considering this operational scheme, the final Management model of the new organisation would be decided after the pilot phase. However, we attempt to describe a common management model for the “pilot” life-time of the structure. As this would operate under the headquarters of OANAK it will have the same management orientation.

In the following chart we attempt to present an indicative organisation/management model when the cooperative structure for eco-innovation is fully materialised and operational.

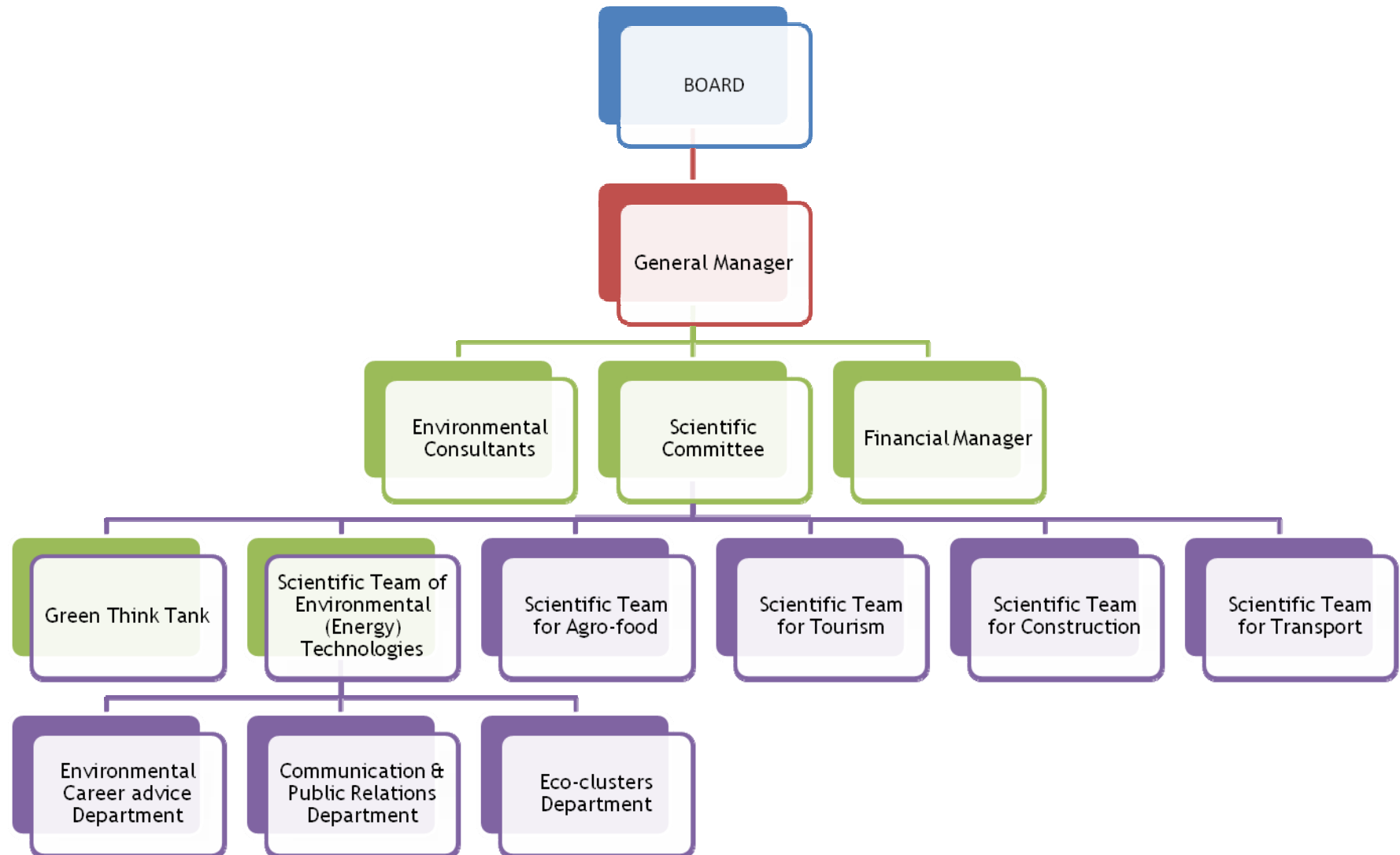


Figure 2: Organisational Chart of eco-innovation Structure

The Board will have 5 elected members, representatives of each involved stakeholder (NGO, Good Practice SME, Chambers, Universities, Public bodies). They are responsible to make decisions and designate priorities, aimed to address directions for the implementation of the Operational Plan, evaluate and decided on the proposals of the Scientific Committee. In particular, the Board decides on the

- Internal Regulation with which clarifies the organisational structure and the responsibilities of all involved parties, their obligations and rights as well as potential discipline measures.
- Personnel Regulation with which clarifies the qualifications and competences of all involved staff and stakeholders as well as their obligations
- Financial Management Regulation with which the financial procedures are described.
- Signing of contract agreements and assigning of projects, services, studies and other procurements according to the principles of Green Public Procurement.
- Allocation of the annual budget and the annual reports on achievements, etc.

The General Manager will be responsible for the:

- Good and effective operation of all different departments and services in the structure
- Close cooperation of all involved stakeholders
- Official representation of the organisation next to third parties
- Planning of annual Action Plans
- Adherence of national legislation
- Evaluation of personnel
- Networking and establishment of cooperation with partners from Greece and abroad

The Scientific Committee will consist of at least 2 representatives of each stakeholder, one of who should also be a member of the Board. The ideal model would be to have at least one scientific team operating for each different sector of the local economy as shown in the organisational chart. The scientific committee will be responsible for the:

- Evaluation of the needs and competences of local economic system
- Prioritisation of actions and projects
- Revision of the 5-year operational program and elaboration of the annual Action Plan
- Elaboration of the annual reports regarding achievements
- Provision of sufficient information with regards to technology risks
- Provision of consultation to all the operational processes of the structure
- Safeguard fully informed decision making of the General Manager and the Board

The Scientific Committee will operate in a fully informed environment regarding the needs of the most important sectors of the local economy. It will be able to make references on the results of applied research in these sectors with the support of 4 scientific teams.

- S.T. for Agro-food
- S.T. for Tourism
- S.T. for Construction
- S.T. for Transport

Each Scientific Team will consist of highly qualified researchers and supervised by Professors employed in the Research Centres of the Region. Each Scientific Team should annually prepare at least two reports with reference to the achievements of applied research in each sector of the local economy.

Finally, the Scientific Committee will be cooperating closely with the local business incubators, utilising and transferring knowledge that is relevant to new Innovation Management Methodologies and to the use of new financial mechanisms for start-up or existent businesses²⁴.

The Financial Manager will be responsible for the

- Financial management of programs and projects
- Adherence of monitoring of financial accounts
- Ensure the financial feasibility of the organisation
- Provision of financial information regarding costs of projects
- Early notice in case he estimates the organisation faces increased financial risks

Environmental Consultants will also provide information as the Scientific Committee which will be more related to the state of affairs regarding local market of environmental technologies. Depending on the needs of the organisation, Environmental Consultants will be operating as External Experts assigned to:

- Provide in site advice and consultation to local SMEs
- Implement inspections and environmental auditing within enterprises
- Supervise the application of new technologies within businesses, etc.
- Implement on-the-job training, etc.

The Environmental & Energy Technologies Department would incorporate all the activities relevant to environmental and renewable energy technology transfer, as well as the transfer of eco-innovative management methodologies. It will be responsible for the environmental evaluation of the two reports prepared by each scientific committee and report to the board of the Scientific Committee. The Department will also be responsible for the on-going and the ex-ante environmental evaluation of the Operational Program. It should provide both the scientific Committee and the General Manager with all the information regarding sustainability of the involved activities, technologies, methodologies by integrating the aspects of climate change, biodiversity, noise and air pollution, spatial planning, etc in all the projects, programs and activities of the Pilot Structure.

The Department will also be responsible for the preparation and the implementation of vocational training programs (on-the-job training) in cooperation with External Consultants. If needed it would also publish environmental management guidelines for each sector of the local economy.

Environmental Career advice Department

The environmental Career Advice Department will be continuously responsible for the identification of new green jobs. It should prepare and maintain one fully informed database with enterprises having the need for professionals with knowledge and expertise in the sectors of energy and environment. It will also operate in physical terms by providing advice to young graduates on their future choice for research and employment

²⁴ i.e. Provision of adequate information with regards to the Venture Capital Operations, the European Progress Microfinance Facility <http://ec.europa.eu/epmf> , etc.

and will maintain a database with curriculum vitas which could be available to enterprises-members of the structure.

Communication & Public Relations Department

The communication & public relations department will be responsible for the:

- Preparation of an annual Program for Communication events
- Organisation of various dissemination events, information campaigns and networking activities
- The preparation and coordination of volunteering activities in cooperation with NGOs shareholders of the structure
- Close cooperation with all the departments and the scientific committees in order to disseminate information with regards to research projects, technology funding programs, scholarships, investment funds, etc.
- Integration of environmental dimension in the organisation of Green Events
- Publication and upload of reports on the website of the organisation.
- Use of recycling art and the integration of environmental dimension in cultural activities aiming to raise community consensus

Eco-clusters Department

The eco-clusters Department will be responsible for all the activities related to the promotion, establishment and maintenance of quality operations of eco-clusters. In particular, the department will be responsible for the:

- Implementation of negotiations among parties involved in eco-clusters
- Incubation of eco-clusters, including provision of consultation services and space for interaction
- Investigation and successful transfer of Good Practices with regards to the creation of eco-clusters
- Elaboration of Business and Marketing Plans, Evaluation of investment risks, etc.

It will host and actively involve representatives of all the 4 target groups involved in the eco-innovation process that is 1) researchers- innovators, 2) investors, 3) policy makers and 4) end users.

Finally, the Green Think Tank will be operating within all research bodies, in both physical and electronic terms. It will facilitate brainstorming among all involved partners, as well as collection of eco-innovative ideas for new projects of applied research or new business creation. A Green Think Tank (box or electronic database) will be put in all universities and public research institutes websites so that continual improvement is secured. The Team collecting and classifying green ideas will be delivering them to the Scientific Teams they correspond the most. Scientific Teams will be evaluating the logic and the rationality of the idea and will respond to practitioners accordingly. Whenever possible they will also incorporate relevant ideas into the regional strategy. The Terms and Conditions facilitating the use and operation of the Green Think Tank should be clearly/obviously presented in all websites and boxes so that unsolved matters relevant to intellectual property rights are prevented.

• ACTUATION PROCEDURES

Please describe the procedures which are intended to be used to implement the interventions of the integrated project or action plan, by dividing them into phases: for each phase please identify the foreseen implementation timeframe, and possible elements of criticality which could represent an obstacle to the correct implementation.

The role of OANAK

As the third management model is the most feasible for the long term operation of the Pilot Structure; the mission of OANAK will be first to undertake action so that it becomes operational within the next few months and second to accelerate the formal establishment of the new structure at the second implementation phase. In more detail, the mission of OANAK, before the finalisation of MEDOSSIC project will be to:

- ▶ Bring all involved stakeholders together, in at least 3 board meetings so that the new structure is agreed and the contract agreement is signed. These two meetings should serve for the final clarification of the operational objectives and empower all involved parties to operate under one single structure as they recognise the need for coordinated action and exchange of knowledge and experiences in order to stimulate regional eco-innovation
- ▶ Utilize funding mechanisms so that the operation of the structure is maintained and investigate the means with which the financial independency of the structure will also be feasible in the second phase of the project.

The total cost for the establishment of the Pilot Structure as described above, includes costs for the organisation of meetings and external expertise. At this stage it is estimated not to exceed a budget of 1.500€ funded from the MEDOSSIC.

The Scientific Committee will embody a solid supporting body which evaluates progress and promotes continuation of activities. It would consist of researchers and within the context of the Pilot structure they should interact with representatives of local administration bodies, representatives of incubators, enterprises and NGOs.

The Scientific Committee will meet once every two months, discussing on the specialisation and implementation of the regional operational plan for eco-innovation development (chapter 6). It will evaluate priorities, assign responsibilities, provide guidance on the detailed planning of activities and will signal the start up of initiatives. It should elaborate and publish an annual report with reference to its performance, accomplishments and future activities and evaluate the achievement of its operational goals and objectives.

A comprehensive and coherent Protocol will be prepared to describe all activities and responsibilities of the Scientific Committee in cooperation with all its members.

The operation of the cooperative structure when necessary will be supported by external experts, namely consultants. The Scientific Committee will be discussing in order to respond to the issues raised from the Green Think Tank and ideally, after evaluating potential eco-innovative ideas for entrepreneurship or different directions for policy making it should guide them either to existent Incubators or to applied research institutions for further investigation or directly to a Board meeting for immediate decision making on policy reformation.

At the first step, the Green Think Tank will be facilitated by the website of OANAK and MEDOSSIC project and operate as an important module of the Pilot Structure.

In the second phase, the Green Think Tank should be incorporated within the functions of all the Universities in the region and the establishments of all key actors (chambers, public bodies, etc.) each one of whom should guarantee the designation of a Think Tank box in physical but also in electronic terms in their own website.

Green ideas will be organised, classified by the operational staff of OANAK and will be discussed by the scientific committee in every meeting.

The pilot structure should promote the implementation and combination of research along with the following activities:

- Transfer of knowhow and good practices
- Empowerment and mentoring of existent entrepreneurs
- Business creativity
- Development of new enterprises
- Evaluation of new innovative project/business ideas, etc.

In its full operation the eco-cluster department should integrated the knowledge produced and released by the working documents of all the Scientific Teams. The materialisation of this knowledge should embody the organisation of at least 5 eco-clusters, utilising another six innovation pools.

One indicative way for the organisation of this particular department, is described below:

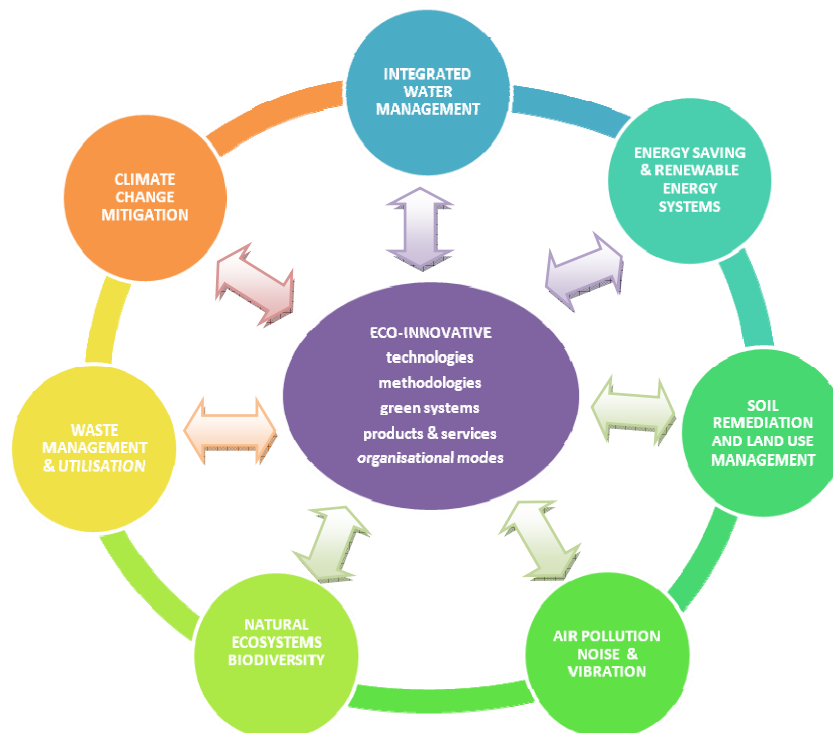


Figure 3: ECO-INNOVATION POOL

The Pilot Structure will serve as an *eco-innovation pool* which facilitates the development of all forms of eco-innovation (including eco-innovative technologies, management methodologies, organisational modes, green systems, green products and services) and their applications in all the areas of environmental science (i.e. water management,

energy, biodiversity, waste management, air pollution, soil remediation and climate change mitigation). The mission of the Structure is to disseminate information on these eco-innovations with special reference on their advantages to business applications. The establishment of eco-clusters will be using this eco-innovation pool and through interactive communication will provide him with additional information which will serve further development and evolution of eco-innovation. As a pool that concentrates information on different applications, good practices and research results, it will provide the eco-clusters with the latest and most advance eco-innovations suitable for each different type of business or sector of economic activity. The following graph explicates this interactive relation.



Figure 4: ECO-INNOVATION POOL SERVING ECO-CLUSTERS

The Pilot Regional Structure for the strengthening of eco-innovation will be part of a broader strategic framework oriented in the regional economy and focused on particular priorities. It will be designed to provide quality support services and transfer knowledge intensive technologies.

- **INTEGRATION AND COHERENCE WITH OTHER PLANNING TOOLS FOR THE LOCAL DEVELOPMENT IN THE REFERENCE TERRITORY**

Please describe the relationship among territory, project predictions and the predictions of the possible tools of planning on the territory, interacting with the Project in a coherent and compatible framework allowing an integrated evaluation with the other foreseen interventions.

The Pilot Structure comprises a cornerstone instrument for the successful implementation of the *regional eco-innovation strategy*. It is designed to create synergies with other support planning tools in the region by integrating the fundamental principles of economic and environmental sustainability. The present Operational Plan for ECO-INNOVATION is creating synergies with the Regional Operational Plan for Green Development (2010-2015) released recently by the Ministry of Economy, Competitiveness & Shipping.

The Regional Operational Plan for Green Development is aimed to finance activities related to sustainable rural development and accelerate the creation of appropriate infrastructure and services for enhancing local natural and cultural heritage. Moreover, it is synergic with the Regional Operational Plan of Crete and South Aegean (2007-2013), especially when considering the strategic objectives of both Plans. In both cases, the present Regional operational plan for eco-innovation is coherent with these two operational plans, as its guiding principles serve both strategic programs while the actions predicted within all the 3 are synergic and complementary with each other.

The following table presents indicative synergies of the present Operational Plan for eco-innovation with the Regional Operational Plan for Green Development.

AXIS	STRATEGIC LINES	MEASURES/INDICATIVE ACTIONS	SYNERGY WITH THE ECO-INNOVATION OPERATIONAL PLAN
Regional Operational Plan for Green Development (2010- 2015)			
1	Development of environmental infrastructure and protection	Development & Improvement of basic infrastructure	☺ <i>included within the guiding principles of the operational plan</i>
		Protection of the natural environment (wastewater management, floods protection works)	☺ ☺ ☺ Elaborate an integrated management plan for forests and water management in response to the predictions for climate change (responsibility of DYSA- scientific committee provides support)
		Reuse of waste streams (by utilizing renewable energy)	☺ ☺ ☺ Promote research results regarding the utilization of waste in all production sectors and apply recycling & minimization in the sectors of tourism, agro food, construction and transport
2	Promotion and utilization of natural and cultural heritage	Promotion and utilization of natural heritage (i.e. itineraries)	☺ ☺ Promote the development of tourism activities in the hinterland together with other supplementary sectors i.e. agriculture in order to differentiate tourist product and increase employment in rural areas.
		Promotion and utilization of cultural heritage (architectural renovations)	☺ <i>included within the guiding principles of the operational plan</i>

AXIS	STRATEGIC LINES	MEASURES/INDICATIVE ACTIONS	SYNERGY WITH THE ECO-INNOVATION OPERATIONAL PLAN
Regional Operational Plan for Green Development (2010- 2015)			
		Recovery and promotion of monuments of agricultural, cultural and historical heritage (museums and cultural centres)	☺☺ Promote the use of energy friendly practices in renovation and rejuvenation of historical buildings
3	Improve quality of life	Creation and improvement of health care infrastructure (care to elderly & children and people in need)	☺ <i>included within the guiding principles of the operational plan</i>
		Creation and improvement of education and sports infrastructure (environmental education centers, cultural creativity centers)	☺☺ Provide Environmental training to farmers in order to avoid any additional loss of biodiversity (uncontrolled pasture and irresponsible use of pesticides).
		Enhancing social cohesion (volunteering groups, raising community awareness)	☺☺ Promote the creation of Environmental Volunteering Groups
4	Enhancement of the local economy	Differentiation of local tourist product (Tourism information centers, alternative tourism, - promotional material)	☺☺☺ Promote the development of tourism activities in the hinterland together with other supplementary sectors i.e. agriculture in order to differentiate tourist product and increase employment in rural areas.
		Improve networking and promote local products (creation of products exhibitions canter, promotional material for local products, quality certification systems)	☺☺ Information campaigns and support for the initiation of new business in the sectors of agro-tourism and eco-tourism
		Support to rural business and stakeholders of the county	☺☺ Information campaigns and support for the initiation of new business in the sectors of agro-tourism and eco-tourism

On the other hand, the Pilot Structure is complementary to the existent cooperative structures aiming to promote innovation and sustainable development in the region. The Innovation Pole of Crete, together with the Innovation Centre of Crete STEP-C and the Innovation Relay Centre of Crete (aimed to promote technology transfer) will be facilitating the successful operation of the Eco-Innovation Pole by sharing experiences and giving advice in effective incubation methodologies²⁵. These organisations and their role are thoroughly described in the Existing Situation Analysis for the region of Crete (see section 4.3.2 Eco-innovation Policies and Initiatives).

Considering the cooperative dimension of the structure, we should note that the presence of support tools in the Cretan territory such as the Innovation Pole of Crete and the Innovation Centre of Crete are valuable for their experience and guidance throughout the organisation and operation of this new eco-innovation structure²⁶.

The transfer of the experience of the Regional Innovation Pole of Crete will be facilitated with the involvement of representatives of the Pole within the organisational structure

²⁵ The Mission and the operational objectives of all the above mentioned organisations are thoroughly described within the Existing Situation Analysis in Crete for MEDOSSIC, see Section 4.3.2. Regional ECO-innovation system

²⁶ www.i4crete.gr

(i.e. Scientific Committee) of the eco-innovation “Pole”. Their knowledge and their experience in promoting cooperation among key stakeholders as well as developing Strategies and Operational Plans for the Regional Innovation Pole is expected to prove valuable for the successful development of the eco-innovation Pole.

7.2.3. PILOT STRUCTURE'S ACTIVITIES

Please describe specific activities and tasks that will be performed within pilot structure (may include also relationship with identified stakeholders, communication and promotion activities etc.).

The eco-innovation structure comprises an open meeting point for all stakeholders involved in the process of eco-innovation including public bodies and research institutions, as well as potential investors, professionals active in the field of environment, etc. The structure will be operative and functional through a regular open access meeting point in both physical and electronic terms, facilitated by the website of MEDOSSIC project and the premises of OANAK based in Heraklion, Crete.

The present operational structure focuses on the needs of both public and private sector to promote environmental management, realize their responsibility in maintaining good quality of natural resources and protecting biodiversity. It is aimed to concentrate and utilize environmental knowledge, emerging eco-innovative technologies and specialized methodologies in the provision of environmental consulting services in order to strengthen regional capacities in sustainable environmental management and promote a greener economy.

To this end, the initial activities aimed to take place within this first implementation phase of the Pilot Structure are brought from the most transferable good practices described in section 7.1. They are adapted to the local context and involve the:

1. Operation and utilization of a *Green Think Tank* aiming to promote active participation and raise important issues regarding the optimal greening of regional economy
2. Creation of an *eco-cluster* aiming to promote the development, application and certification of Environmental Management Systems within public bodies.
3. Organisation of a *Summer Academy for Eco-innovation* in cooperation with the regional research institutes and administration.
4. Promotion of *regional eco-clusters* comprised by local SMEs in each sector and the participation of at least on regional research centre in each cluster.

All the four (4) of them necessitate:

- Empowerment of local population and key actors,
- Regular and effective communication among them,
- Strong commitment on behalf of regional bodies and their representatives and of course
- Adequate funding resources.

In the next few paragraphs we intent to describe each of one of these four activities while in section 7.2.4 we provide an initial financial plan for their implementation.

GREEN THINK TANK

The Green Think Tank will facilitate the broad collection of (eco-innovative) ideas in response to the development of sustainable strategies for the promotion of eco-innovation. The Scientific Committee will prepare 1 report every six months on the recommendations made by Green Think Tank and the way these are expected or not to contribute to sustainable regional development and in particular the creation of green jobs and the strengthening of the competitiveness of local SMEs.

The Green Think Tank will become operational within the websites of MEDOSSIC and OANAK. Its operation will be facilitated with the construction of two interactive communication modules:

- An electronic “Application” Form
- One thematic Blog space

Both modules will facilitate speculation over the subject of eco-innovation.

In the electronic Application Form one could describe the problematic and his idea/proposal/recommendation relevant to regional environmental policy and the promotion of eco-innovation. He could also ask for a response to the discussion and additional information with regards to the subject of eco-innovation.

The Scientific Committee will respond to the issues raised from the Green Think Tank and after evaluating potential eco-innovative ideas for entrepreneurship or different directions for policy making it will inform the person, or organisation involved or invite them to participate in some open discussion event (i.e. teleconference, Summer Academy for eco-innovation, or other meetings at the premises of the eco-innovation structure.).

At the first step, the Green Think Tank will be facilitated and advertised by the website of OANAK and MEDOSSIC project and operate as an important module of the Pilot Structure.

The thematic blog-space will be created to facilitate vivid open discussion.

The blog will be advertised as part of the Regional Green Think Tank should be advertised within the functions of all the Universities in the region and the websites of all key actors (chambers, public bodies, etc.). Each one of these bodies should promote the blog-space and guarantee the designation of a Green Think Tank box in physical but also in electronic terms in their own website. To start-up the discussion and encourage continual participation and interest, the Scientific Committee need to present initial statements and indicate the subjects and sub-themes for discussion, or regional strategies and actions put under deliberation.

The Scientific Committee also need to identify and clearly state the Terms and Conditions associated with the use of both the Blog space and the Application Form. Terms and Conditions regarding the use of both interactive modules should integrate the issue of Intellectual Property Rights and the way the personal information of each respondent is going to be treated.

Green ideas will be organised, classified by the operational staff of OANAK and will be discussed by the scientific committee in every meeting.

The expenses for the implementation of this action are associated mainly to staff cost involved in the following activities:

- Design of the application form
- Design of the structure of the blog
- Identification of the Terms and Conditions

- Upload/publication

The total cost for this pilot action for a six month period (October 2010 - March 2011) is estimated up to 6.500€ (see detailed budget plan below).

PUBLIC ECO-CLUSTER for EMAS

The establishment of a public eco-cluster is a demonstration project which fosters the development, application and certification of the European Environmental Management System within regional public organizations. The new EMAS Regulation (No (EC) 1221/2009) entered into force at the beginning of 2010 and is designed to be clearer, more attractive, more predicated on environmental performance and less costly for small organizations. The aim of the public eco-cluster is to establish a public partnership among local municipalities in order to promote the application of simplified tools such as EMASeasy within the everyday operations of each organisation. Considering the fact that most municipalities in the region have similar procedures (i.e. for the procurement of services and equipment) and manage similar infrastructure (i.e. municipal waste infrastructure, water irrigation and water supply systems) this public eco-cluster will minimise the cost associated with the development and certification of EMAS in all the municipalities of Crete.

The pilot project will utilise the European guidelines developed for sector specific approach within the framework of the Environmental Compliance Assistance Program, namely ECAP. ECAP has developed a great database of best environmental practices and specific performance indicators for certain priority sectors (public administrations, tourism, construction, large-scale distribution etc.), in order to provide organizations in these sectors with better guidelines for the specific application of EMAS.

The Pilot Project will involve the preparation of a contract agreement among local municipalities defining the purpose of the eco-cluster that is to:

- Make deliberations and agreements with environmental experts, consulting companies and Certification Bodies in order to minimise the costs associated with the development, application and certification of EMAS.
- Develop common, easily understood Environmental Management Systems in all the operations of public organisations with priority given to local municipalities and to their departments that generate big environmental impact (i.e. municipal water management companies, or civil protection department).
- Cooperate with professionals and environmental experts in order to develop a common framework of action for all municipalities considering first their statutory objectives and second their organisational chart and infrastructure.
- Provide adequate environmental counselling to all involved stakeholders with in site visits and continual communication among the representatives of each organisation
- Make deliberations with companies providing eco-efficient equipment necessary for the improvement of the environmental performance of municipalities.
- Transfer good (eco-innovative) practices at international level and facilitate exchange of knowhow among members of the cluster relevant to the applications of EMAS
- Promote commitment among involved public bodies and report on results achieved on behalf of its members and finally,

- Encourage the initiation of similar initiatives in SMEs

The total cost for the establishment and operation of this eco-cluster is associated with the number of the municipalities that will finally ratify the agreement and decide to enter the eco-cluster. Expenses for the Pilot Structure are mainly generated by the staff costs for the

- Organisation of meetings among involved municipalities
- Preparation of a draft agreement contract,
- Counseling on the elaboration of an Action Plan and the optimal organisation of the cooperative scheme
- Initial coordination of the cluster until its first Administrative Board is assigned.

The total cost for the Pilot Structure for a six month period (October 2010 - March 2011) and for a cluster with no more than 5 members is estimated up to 20.500€ (involves staff cost + external expertise for the preparation of reports)

SUMMER ACADEMY FOR ECO-INNOVATION

Following the example of NASA, the National Aeronautics and Space Administration (see link 3 in References), the Summer Academy for eco-innovation is an intense seminar program that is aimed to foster creativity and innovation in USA. The Pilot Structure of OANAK will organise an annual Summer Seminar for young researchers and students in the field of eco-innovation. The course will last one week (7 days) and will be *aimed to embrace and empower young researchers in developing their innovative ideas into eco-innovative businesses*. Every year should have a different focus theme, (i.e. agriculture, agro-food, tourism, etc.). The Academy will be thoroughly supported and organised by the Scientific Committee of the Pilot Structure, while it will have a European dimension, inviting trainers and allowing participants from all around Europe, Australia and USA. The Academy could also offer scholarships for students who wish to support the organisation. Every year, 3 world top-class trainers - professors will invite to speak together with experts from the European Network of Entrepreneurship Trainers.

The course will consist of interactive training sessions as well as study trips and case studies, while the achievements of the students will be collected and presented within a big illustrative publication every year. The total number of participants (researchers and students) should be less than 60 in order to safeguard the intense knowledge transfer, cultural exchange and networking among participants, with at least 6 trainers-professors.

The European dimension of the project, allows for co-funding from different European Programs (i.e. Leonardo Da Vinci, CORDIS, etc.) and organisations (i.e. DG Environment, DG Industry) together with the financial contribution from all stakeholders of the Pilot Structure (Universities, municipalities, other public or private organisations). Additionally, self-financing will also be used in case of a lack of funding from other resources. That is a membership fee on behalf of participants could cover living expenses.

The annual cost of the Summer Academy is estimated around 50.000€.

PRIVATE ECO-CLUSTERS

The term Private eco-clusters refers to the creation of at least four different clusters active in the sectors of agro-food, tourism, construction and transport respectively. They should incorporate all emerging environmental technologies and account for all

environmental impact of their production and consumption activities. Moreover, they should aim to sustainably utilize underexploited natural resources and promote the creation of green jobs and socially responsible businesses.

There is a great number of sector-specific eco-clusters around Europe. Most of them are encountered in tourism sector (i.e. eco-camping sites in Germany, Italy and Spain). On the other hand, there are sector specific clusters which do not integrate the environmental dimension into their statutory purposes. This refers for example to the sectors of construction and food manufacturing (i.e. the cluster of wine producers in Crete)

An eco-cluster in the construction sector for example could be actively involved in the building of eco-communities (i.e. a “building community” like Thiseas in Heraklion, Crete) It should be built with the integration of environmental dimension in the whole construction process and utilize innovative environmental technologies for sustainable water, energy and waste management.

One example of such eco-community in UK consists of approximately 5000-15000 carbon neutral homes, planned to be developed through green building techniques. In particular, the Local Government Association is in the process of allocating £60million as start-up funding for the local infrastructure of these eco-towns. Each eco-town would have sufficient biodiversity and 40 % percent of the towns space will be made up of green places. 30 % percent of the homes in this eco-town would be a low-cost housing and the plan is to create at least one new green job per house within close proximity of the eco-town itself. The objective of these Eco-towns is to combat climate change by creating a functional living space where the immediate environment will promote sustainable living through its green buildings and environmentally friendly facilities. Each town will incorporate the latest technology to ensure that these towns are carbon neutral. This unique green building project incorporates water efficiency, an increased waste recycling system, rain collectors, zero carbon emissions, solar energy panels. These towns also contain all the necessary facilities such as schools, shops and healthcare centres. Each eco-town also has an intelligent transportation system²⁷.

As discussed in section 7.3.2 in the part referring to the management model of the Eco-innovation Pole, the role of the Pilot Structure will be to promote the creation of these sector-specific eco-clusters and define the means with which they could continually improve their environmental performance. The eco-clusters department operating within the Pilot Structure will be offering quality services to the new economic actors and promote continual interactive communication with regards to eco-innovative technologies, methodologies, systems, products and services associated with their activity.

As for the case of the public eco-cluster, for the promotion of each one of these 4 sector specific eco-clusters the expenses for the Pilot Structure are mainly generated by the staff costs for the

- Organisation of meetings among involved SMEs
- Preparation of a draft agreement contract,
- Counseling on the elaboration of a Business Plan, a Market Research Study and the optimal organisation of the cooperative scheme
- Initial coordination of the cluster until its first Administrative Board is assigned.

²⁷ <http://www.obcbuilding.co.uk/building-news-promoting-green-building.asp>

The total cost for the Pilot Structure is estimated approximately 40.000€ (including both staff costs and costs for external expertise) for each new eco-cluster for a six month period (October 2010 - March 2011).

7.2.4 FINANCIAL PLAN

- FINANCING: FINANCIAL BUDGET PLAN

Estimation of costs of the interventions, expenditure prediction and yearly expenditure timeframe in relation to the financial resources destined for the pilot project within MEDOSSIC...

In this section we discuss on the funding tools and mechanisms that may be used for the promotion of eco-innovation in the region of Crete. The financial plan mainly corresponds to activities related to the promotion and dissemination of eco-innovative technologies. It refers to activities and projects which will facilitate networking among regional key actors - representatives of target groups (i.e. innovators, investors, policy makers and end users) and not the funding of research itself and the investment costs to turn research results into innovative products and services. It is a financial plan that shows how to fund the support activities described above.

The present operational plan corresponds to the covering of the regional needs and the identification of appropriate tools that facilitate the strengthening of the regional eco-innovation capacity. The cost of the whole set of activities presented in MATRIX 3, is difficult to estimate and predict. However, we attempt to do draft estimation by accounting for similar actions predicted within similar regional operational programs in Greece and in Crete in particular. A more accurate estimation should take place in a later stage when the Annual Work Program of the Pilot Structure is validated. The cost of each activity will be thoroughly analysed within the feasibility study that needs to be prepared before its implementation. The Regional Operational Plan as presented in MATRICES 2 and 3 are not always very relevant to the global objective of the present SOP or the mission of MEDOSSIC project.

Thus, priority is given to actions with high relevance to the purpose of the present Operational Plan and the global objective that is to “*Transform Crete into the most successful example of eco-innovative insular region in the Mediterranean with great investments in environmental technology, talented human resources and significant expertise in environmental management applications*”. On the other hand, we should note that the budget of MEDOSSIC project is very limited; hence the implementation of all the above PILOT ACTIVITIES is not possible either. In the following table we present the budget of the PILOT ACTIVITIES as referred to section 7.2.3, which are also considered to be fundamental and embody the basis for the initiation of the implementation of the Operational Plan.

ACTIONS	BUDGET LINE	BUDGET PLAN (€)					TOTAL
		OCT 2010 - MAR 2011	2011	2012	2013	2014	
<i>Meetings and Preparation of the contract agreement with Stakeholders for the eco-innovation pole</i>	Staff	1.000,00 €	100.000,00	100.000,00	100.000,00	100.000,00	401.000,00
	External Expertise	1.000,00 €	25.000,00	25.000,00	25.000,00	25.000,00	101.000,00
	Overheads	1.000,00 €	5.000,00	5.000,00	5.000,00	5.000,00	21.000,00
	Promotion and Information	500,00 €					500,00
	Services	0,00 €					0,00
	Total	3.500,00 €	130.000,00	130.000,00	130.000,00	130.000,00	523.500,00
1. Operation and utilization of a <i>Green Think Tank</i> aiming to promote active participation and raise important issues regarding the optimal greening of regional economy	Staff	3.000,00 €	0	6.000,00	6.000,00	6.000,00	21.000,00
	Travel & Accommodation	0,00 €	0	0	0	0	0,00
	External Expertise	2.000,00 €	3.000,00	4.000,00	4.000,00	4.000,00	17.000,00
	Promotion & Information	500,00 €	1.000,00	1.250,00	1.250,00	1.250,00	5.250,00
	Overheads	500,00 €	1.000,00	1.500,00	1.500,00	1.500,00	6.000,00
	Total	6.000,00 €	5.000,00	12.750,00	12.750,00	12.750,00	49.250,00
2. Creation of an eco-cluster aiming to promote the development, application and certification of Environmental Management Systems within public bodies.	Staff	8.000,00 €	12.000,00	16.000,00	16.000,00	16.000,00	68.000,00
	Travel & Accommodation	500,00 €	750	1.000,00	1.000,00	1.000,00	4.250,00
	External Expertise	9.000,00 €	13.500,00	18.000,00	18.000,00	18.000,00	76.500,00
	Promotion & Information	1.000,00 €	1.500,00	2.000,00	2.000,00	2.000,00	8.500,00
	Overheads	500,00 €	750,00	1.000,00	1.000,00	1.000,00	4.250,00
	Total	19.000,00 €	28.500,00	38.000,00	38.000,00	38.000,00	161.500,00
TOTAL (referring to WC5 of MEDOSSIC)	28.500,00 €						
3. Organisation of a Summer Academy for Eco-innovation in cooperation with the regional research institutes and administration.	Staff		12.000,00	12.000,00	12.000,00	12.000,00	48.000,00
	Travel & Accommodation		6.000,00	6.000,00	6.000,00	6.000,00	24.000,00
	External Expertise		18.000,00	18.000,00	18.000,00	18.000,00	72.000,00
	Promotion & Information		4.000,00	4.000,00	4.000,00	4.000,00	16.000,00
	Overheads		10.000,00	10.000,00	10.000,00	10.000,00	40.000,00
	Total	0	50.000,00	50.000,00	50.000,00	50.000,00	200.000,00
4. Promotion of 4 regional eco-clusters comprised by local SMEs in each sector (tourism, construction, agro-food, transport) and the participation of at least on regional research centre in each cluster.	Staff		18.000,00	18.000,00	18.000,00	18.000,00	72.000,00
	Travel & Accommodation		1.200,00	1.200,00	1.200,00	1.200,00	4.800,00
	External Expertise		18.000,00	18.000,00	18.000,00	18.000,00	72.000,00
	Promotion & Information		3.000,00	3.000,00	3.000,00	3.000,00	12.000,00
	Overheads		2.000,00	2.000,00	2.000,00	2.000,00	8.000,00
	Total	0	42.200,00	42.200,00	42.200,00	42.200,00	168.800,00
TOTAL	28.500,00 €	255.700,00	272.950,00	272.950,00	272.950,00	1.103.050,00	

The application of a long-term regional environmental strategy in Crete is quite latent. Moreover, the design of the present operational plan demanded the identification of intervention needs in all sectors of the regional development (society, environment, economy and economic sectors). This inevitably led the authors to identify many important shortages and intervention needs, the fulfilment of which is a precondition when assigning resources for sustainable development. A coherent and integrated environmental strategy demands the fulfilment of basic persistent needs through the eco-innovation. As such, the relevance to the eco-innovation strategy is quite important when deciding on the priorities and the budget to be assigned on them.

The following table indicates the way we evaluated the different actions with regards to their relevance to environmental sustainability and to eco-innovation strategy. Four different sets of actions were identified according to their relevance with the regional eco-innovation strategy (global objective):

Sets of Actions	Degree
Actions of no relevance to environmental sustainability	1
Actions of little relevance to environmental sustainability	2
Actions of high relevance to environmental sustainability	3
Actions of high relevance and high priority to regional environmental sustainability	4
Actions of high relevance and high priority to eco-innovation strategy	5

Considering all these fundamental constraints, the Budget of the present Operational Plan for the actions with high relevance and high priority to eco-innovation strategy (degree of relevance=5) is presented in the table below:

The present SOP constitutes the first version of a 5-year Action Plan of the new Cooperative ECO-INNOVATION Structure as it is expected to start operating officially within 2010. It is this legal body that will undertake the obligation to materialize the entire Strategic Operational Plan after the Pilot Structure is released, provided it is actually established and represents an independent Legal Entity maintained after the end of MEDOSSIC project, in May 2011.

For the final valorization of the Action Plan, public consultations need to be organized and the Scientific Committee to finalize operational objectives and activities of high priority. To this end, additional prioritization criteria may be also included in order to identify the Annual Work Plan of the Legal Entity.

The Final Action Plan should be monitored and revised annually. For this purpose we have identified a monitoring and evaluation system and the set of indicators which may contribute to this evaluation process (see Chapter 7.2.5).

OPERATIONAL OBJECTIVES	POSSIBLE IDENTIFIABLE ACTIONS	RELEVANCE TO THE STRATEGY	BUDGET PLAN				TOTAL
			2011	2012	2013	2014	
1.3 Utilize waste from agriculture & food manufacturing	1) Promote research results regarding the production of energy from biomass (including energy plants and bio fuels) in order to contribute to the rational use of relevant technologies (i.e. through consulting)	5	10.000	10.000	10.000	10.000	40.000
	2) Contribute so that new green technologies are adopted by local manufacturing enterprises (active in food manufacturing) for the utilization of waste streams (consulting)	5	5.000	5.000	5.000	5.000	20.000
1.4 Improve marketing potential of local products	1) Promote the use of new technologies and internet to farmers. (consulting)	5	5.000	5.000	5.000	5.000	20.000
	2) Integrate new green technologies in the marketing process of local agri-food. (consulting)	5	5.000	5.000	5.000	5.000	20.000
2.1 Minimize use of water and energy consumption	2) Promote the use of ICT as well as the diffusion of modern eco-business in different industries (agriculture, tourism, construction, etc.) (consulting)	5	5.000	5.000	5.000	5.000	20.000
	3) Promote eco-innovative technologies for hotels and restaurants - i.e. within Tourist exhibitions and conferences were new energy and water saving technologies are invited to present their products (i.e. organize a Green Week for eco-innovation in cooperation with Research Institutions)	5	5000	5000	5000	5000	20.000
3.1 Increase the use of eco-efficient material, methods, ICT technologies in the construction of public and private buildings	2) Promote bio-climatic construction of buildings through special information campaigns (Conference +consulting)	5	10.000	10.000	10.000	10.000	40.000
	3) Promote the construction of pilot eco-villages through appropriate Public Private Partnerships (Conference +consulting)	5	10.000	10.000	10.000	10.000	40.000
3.2 Minimise & Utilise waste from the construction sector	2) Promote voluntary agreements among property owners (eco-clusters) in order to minimize energy use and share information, set common targets, benchmarks, etc. (consulting)	5	5000	5000	5000	5000	20.000
	3) Organize annual competitions for the nomination of the best eco-design project in the academic sector	5	5000	5000	5000	5000	20.000
3.3 Increase the share of renewable energy in the construction sector	1) Implement pilot demonstration projects with installations of renewable energy technologies in public buildings.	5	5000	5000	5000	5000	20.000
	2) Promote Public Private Partnerships (PPP) for the construction of green buildings - projects (consulting)	5	5.000	5.000	5.000	5.000	20.000

OPERATIONAL OBJECTIVES	POSSIBLE IDENTIFIABLE ACTIONS	RELEVANCE TO THE STRATEGY	BUDGET PLAN				TOTAL
			2011	2012	2013	2014	
4.1 Protect quality of natural resources & biodiversity	1) Promote cooperation of local SMEs with Research Institutes and University departments, based on the major needs of SMEs for the development of new - green technologies (i.e. by establishing a regular open access meeting point for SMEs and researchers together with the Environmental Career Advice)	5	9000	9000	9000	9000	36.000
4.3 Monitor and evaluate natural resources and biodiversity	2) Promote the environmental education of professionals employed in the ICT sector (consulting)	5	6.000	6.000	6.000	6.000	24.000
	3) Promote the integration of GIS applications in reference to environmental management, landscape protection, transportation, erosion, climate change. (consulting)	5	10.000	10.000	10.000	10.000	40.000
5.1 Minimize consumption of fossil fuels	1) Promote eco-efficient car routing of freight cars and broad use of ICT technologies in public & private transport (Conference +consulting)	5	10.000	10.000	10.000	10.000	40.000
	3) Eco-efficient transportation system including use of bio-fuels, and applications of smart and eco-friendly practices (Conference +consulting)	5	10.000	10.000	10.000	10.000	40.000
5.2 Improve quality of mobility through intelligent transport	1) Promote Pilot testing of traffic management technologies in the big cities of the island (Conference +consulting)	5	10.000	10.000	10.000	10.000	40.000
		TOTAL	130.000	130.000	130.000	130.000	520.000

• **FURTHER POSSIBLE SOURCES OF FINANCING BESIDES MEDOSSIC PROJECT?**

Are some these costs covered by the Budgets and the resources of the proponents/stakeholders/ beneficiaries of the interventions? If yes, please specify.

As discussed already, the budget of MEDOSSIC project is very restricted and is aimed to cover specific needs. Each of the above mentioned activities may be funded by a set of different European funding programs and tools. The table below indicates potential sources of funding only for the actions of high relevance to eco-innovation, as they are mentioned above.

OPERATIONAL OBJECTIVES	POSSIBLE IDENTIFIABLE ACTIONS	FUNDING SOURCE
1.3 Utilize waste from agriculture & food manufacturing	1) Promote research results regarding the production of energy from biomass (including energy plants and bio fuels) in order to contribute to the rational use of relevant technologies	<ul style="list-style-type: none"> • CIP - ECO-innovation • OP for Cross boarder cooperation Greece - Cyprus 2007-2013 (Axis 1) • 7th Framework for research • OP Competitiveness & Entrepreneurship (Axis 1)
	2) Contribute so that new green technologies are adopted by local manufacturing enterprises (active in food manufacturing) for the utilization of waste streams	<ul style="list-style-type: none"> • CIP - ECO-innovation • OP Competitiveness & Entrepreneurship (Axis 1)
1.4 Improve marketing potential of local products	1) Promote the use of new technologies and internet to farmers.	<ul style="list-style-type: none"> • O.P. Rural Development (Axis 1, Measure 1.2 restructuring and promoting the innovation capacity of agriculture) • ROP (Axis4: Digital Convergence & Entrepreneurship)
	2) Integrate new green technologies in the marketing process of local agri-food.	<ul style="list-style-type: none"> • O.P. Rural Development (Axis 1, Measure 1.2 restructuring and promoting the innovation capacity of agriculture)
	3) Encourage the creation of new eco-clusters active in the sectors of food and drinks manufacturing and assist in the institutional adoption of environmental standards.	<ul style="list-style-type: none"> • OP Competitiveness & Entrepreneurship (Axis 1)
2.1 Minimize use of water and energy consumption	2) Promote the use of ICT as well as the diffusion of modern eco-business in different industries (agriculture, tourism, construction, etc.)	<ul style="list-style-type: none"> • O.P. Digital Convergence (Axis 1: Improve productivity)
	3) Promote eco-innovative technologies for hotels and restaurants - i.e. within Tourist exhibitions and conferences were new energy and water saving technologies are invited to present their products (i.e. organise a Green Week for eco-innovation in cooperation with Research Institutions)	<ul style="list-style-type: none"> • OP Competitiveness & Entrepreneurship (Axis 2)
3.1 Increase the use of eco-efficient material, methods, ICT technologies in the construction of public and private buildings	2) Promote bio-climatic construction of buildings through special information campaigns	<ul style="list-style-type: none"> • ROP 2007-2013
	3) Promote the construction of pilot eco-villages through appropriate Public Private Partnerships	<ul style="list-style-type: none"> • ROP 2007-2013
3.2 Minimise & Utilise waste from the	2) Promote voluntary agreements among property owners (eco-clusters) in order to	<ul style="list-style-type: none"> • PRIVATE FUNDING • ROP 2007-2013

construction sector	minimize energy use and share information, set common targets, benchmarks, etc.	
	3) Organize annual competitions for the nomination of the best eco-design project in the academic sector	<ul style="list-style-type: none"> OP Competitiveness & Entrepreneurship (Axis 2)
3.3 Increase the share of renewable energy in the construction sector	1) Implement pilot demonstration projects with installations of renewable energy technologies in public buildings.	<ul style="list-style-type: none"> ROP 2007-2013 Europe Energy Intelligence 2007-2013 OP Competitiveness & Entrepreneurship (Axis 2)
	2) Promote Public Private Partnerships (PPP) for the construction of green buildings - projects	<ul style="list-style-type: none"> PRIVATE FUNDING ROP 2007-2013
4.1 Protect quality of natural resources & biodiversity	1) Promote cooperation of local SMEs with Research Institutes and University departments, based on the major needs of SMEs for the development of new - green technologies (i.e. by establishing a regular open access meeting point for SMEs and researchers together with the Environmental Career Advice)	<ul style="list-style-type: none"> LIFE+ (Better Governance) Europe for Citizens (Axis/Action 2: Active Society of Citizens) OP Competitiveness & Entrepreneurship (Axis 1 & 3) OP for the strengthening of Human Resources (Axis 2)
4.3 Monitor and evaluate natural resources and biodiversity	2) Promote the environmental education of professionals employed in the ICT sector	<ul style="list-style-type: none"> OP for the strengthening of Human Resources (Axis 2) OP of Digital Convergence
	3) Promote the integration of GIS applications in reference to environmental management, landscape protection, transportation, erosion, climate change.	<ul style="list-style-type: none"> Jaspers LIFE+ (Better Governance) OP SEE 2007-2013
4.5 Promote environmental remediation of degraded soil, water & brown field sites	2) Soil remediation in all the contaminated Brownfield areas i.e. dams, industrial areas, etc.	<ul style="list-style-type: none"> LIFE+ (Better Governance)
5.1 Minimize consumption of fossil fuels	1) Promote eco-efficient car routing of freight cars and broad use of ICT technologies in public & private transport	<ul style="list-style-type: none"> OP of Mobility - Accessibility (Axis 11 & 12) OP for Cross border cooperation Greece - Cyprus 2007-2013 (Axis 2) OP SEE 2007-2014 (Axis 3)
	3) Eco-efficient transportation system including use of bio-fuels, and applications of smart and eco-friendly practices	<ul style="list-style-type: none"> OP of Mobility - Accessibility (Axis 11 & 12) OP for Cross border cooperation Greece - Cyprus 2007-2013 (Axis 2) OP SEE 2007-2014 (Axis 3) MED 2007-2013 (Axis 3)
5.2 Improve quality of mobility through intelligent transport	1) Promote Pilot testing of traffic management technologies in the big cities of the island	<ul style="list-style-type: none"> OP of Mobility - Accessibility (Axis 11 & 12) OP for Cross border cooperation Greece - Cyprus 2007-2013 (Axis 2) OP SEE 2007-2014 (Axis 3)

• ECONOMIC AND FINANCIAL SUSTAINABILITY

Specify how the proposed intervention will be financed after the conclusion of MEDOSSIC project, by individualizing the necessary financial resources and funds/programs of reference (European, national, regional and/or local, etc.)

Can programs and public funding tools (European, national, regional, local) be identified in the future to partially or totally cover the implementation of the project?

Similarly, the budget needed for the implementation and the continuation of the Pilot Activities, could not be drawn from the budget of the MEDOSSIC project.

What can be financed from the budget of the MEDOSSIC project is the creation and operation of the GREEN THINK TANK.

However, the continuation and the expansion of its operation as well as the implementation of the other 3 Pilot Actions described in Section 7.3.2 could be financed from a big variety of funding resources available both from European and national Programs. On the other hand, when considering the operation of the Pilot Structure (Pole of eco-innovation), funds may be drawn from the National Operational Program for Competitiveness and Innovation 2007-2013 (Axis 1 refers to actions like the Promotion of accessibility to European research and technological infrastructure, Establishment of Regional Innovation Poles, or Cooperation among productive, research and development agencies). Finally, economic and financial feasibility of the Pilot Structure may also be facilitated with the involvement of a membership fee to all involved public and private bodies.

The following table indicates sources of funding for the 4 Pilot Actions to be implemented by the Regional “Pilot Eco-Innovation Structure” in support to eco-innovation (Regional eco-innovation Pole).

ACTIONS	BUDGET FINANCING PLAN			
	OCT 2010 - MAR 2011	SOURCE OF FUNDING	PERIOD 2011-2014	SOURCE OF FUNDING
<i>Pilot Eco-Innovation Structure</i>	3.500,00 €	MEDOSSIC Pilot Project	520.000,00 €	<ul style="list-style-type: none"> LIFE+ (Better Governance) OP Competitiveness & Entrepreneurship (Axis 1) OP Education & Life Long Learning (Axis4)
Pilot Actions to continue operating after MEDOSSIC ends				
1. <i>Green Think Tank</i>	6.000,00 €	MEDOSSIC Pilot Project	52.750,00 €	<ul style="list-style-type: none"> LIFE+ (Better Governance) OP Digital Convergence
2. <i>Public eco-cluster</i>	19.000,00 €	MEDOSSIC Pilot Project	84.100,00 €	<ul style="list-style-type: none"> LIFE+ (Better Governance)
3. <i>Summer Academy for Eco-innovation</i>	0,00 €	Implementation Starts from 2011	200.000,00	<ul style="list-style-type: none"> OP Education & Life Long Learning (Axis4)
4. <i>Sector specific eco-clusters</i>	0,00 €	Implementation Starts from 2011	168.000,00	<ul style="list-style-type: none"> OP Competitiveness & Entrepreneurship (Axis 1)
Sub-total	25.000,00 €		554.550,00 €	
TOTAL	28.500,00 €		1.074.550,00 €	
			TOTAL	1.103.050,00€

It is estimated that the annual operational cost of the Pilot Structure after it becomes an Independent legal entity will be 130.000€. This cost refers to the activities that need to be

implemented under the framework of the Regional Operational Plan for eco-innovation, as it is described above (section 7.2.4, p93).

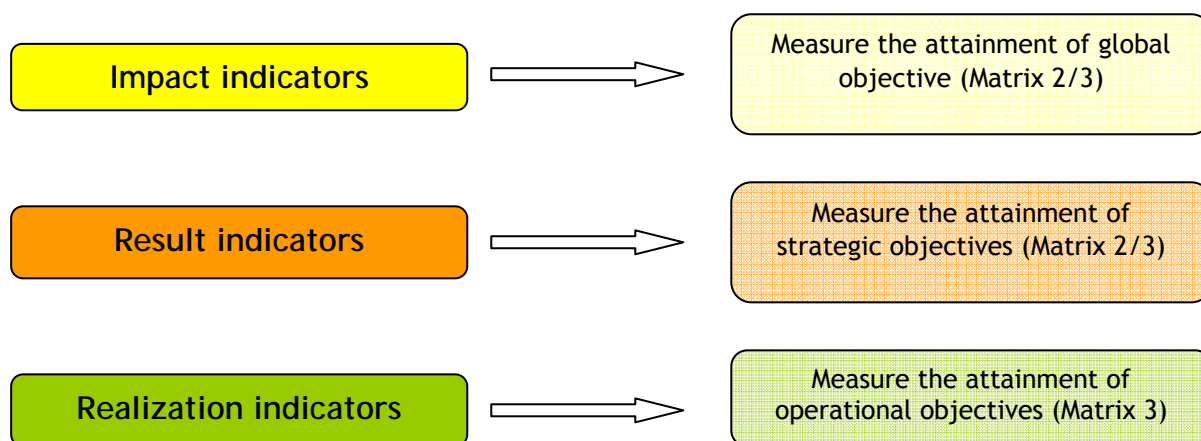
7.2.5. THE MONITORING AND THE EVALUATION

The follow up and the monitoring are crucial for the evaluation of a project implementation. An indicator generally intends to furnish the measure of the objective to reach, giving elements for the quantitative and/or qualitative evaluation in order to evaluate - in our case - the pilot project and its results in the framework of MEDOSSIC project.

It is proposed a system of monitoring in line with the principles of the Project Cycle manager allowing the individuation of an evaluation system based on a general set of indicators for the evaluation of the Strategic and Operational Plan, and on the individualization of indicators of impact, of result and of realization.

Obviously the indicators will be different on the according to the typology of pilot project that each partner will effect in its area.

Generally an indicator must be: easy to identify, clearly defined and without ambiguity and congruous, able to furnish indications easily communicable and understandable; and able of reflecting the real degree of attainment of objectives.



The Scientific Committee of the operational structure should periodically monitor and evaluate the successful implementation of the present operational plan. The following indicators are able to facilitate the process of monitoring and ex ante evaluation of the results and the goals achieved. This set of indicators may be used to assess the impact of the Pilot Structure in terms of results achieved, i.e. the impact of its initiatives on:

- business
- economic development
- other priorities

IMPACT INDICATORS

They are identified and evaluable indicators at the level of the strategic and operational plan (SOP) in its whole and then with reference to the capacity to pursue the general/global defined objective.²⁸

Please identify 1 or more impact indicators.

GLOBAL OBJECTIVE	IMPACT INDICATOR/INDICATORS	ACTUAL VALUE	EXPECTED VALUE
Encourage & promote the greening of food market	% increase in the volume of green food products produced in the region (organic, integrated management systems, etc.)	N.A.	5%
“Rebuild” the tourism development model of the region	% increase in the number of tourist overnights in the hinterland of the island	N.A.	5%
Promote the greening of the construction sector	% increase in the number of bioclimatic buildings	N.A.	5%
Increase and accelerate development of environmental technologies & environmental management applications	% increase in the number of new eco-patents % increase in the number of new environmental management applications	N.A.	5%
Increase eco-efficiency of regional transportation system	% decrease in the volume of GHG emissions deriving from transport	N.A.	10%

RESULT INDICATORS

They are identified and evaluable indicators at the level of the strategic objectives/strategic lines of the SOP and they refer to possible direct and indirect effects, qualitative and/or quantitative produced from the implementation of the same SOP.²⁹ Please identify 1 or more result indicators

GLOBAL OBJECTIVE	STRATEGIC OBJECTIVE	RESULT INDICATOR/INDICATORS	ACTUAL VALUE	EXPECTED VALUE
Encourage & promote the greening of food market	Social equity, community health, safety and wellbeing	% decrease of farmers facing serious health problems associated with the use of toxic substances and chemicals (i.e. cancer)	N.A.	100%
	Environmental Sustainability	volume of green food products as a % of the total food market in Crete	N.A.	50%
	Economic Sustainability	% of the super markets with a green self of local food products	N.A.	100%
“Rebuild” the tourism development model of the region	Environmental Sustainability	% of coastal land used for mass tourism activities	N.A.	As MIN as possible
		tourist agencies offering packages of green tourism as a % of in total tourist agencies		As much as possible
		% of tourist areas having exceeded their carrying capacity		As MIN as possible
	Economic Sustainability	% increase in the total bookings in lodgings based in the hinterland of the island % increase in the total spending of tourists on the island	N.A. 45€ ³⁰	30% 20%

²⁸ For example impact indicators could be the % or the increasing environmental benefits that could occur after a specific action (i.e. in renewable energies impact is qualitatively evaluable as reduction of use of energies from traditional sources in a territory).

²⁹ For example result indicators could be in terms of % of enterprises that benefit of services or consultancy activity of a Desk in comparison with the total of the enterprises in the area.

³⁰ Proxy value measured in 2008, field research at the airport for charter arrivals Technical University of Crete.

GLOBAL OBJECTIVE	STRATEGIC OBJECTIVE	RESULT INDICATOR/INDICATORS	ACTUAL VALUE	EXPECTED VALUE
Promote the greening of the construction sector	Environmental Sustainability	% increase in the total number of buildings with renewable energy installations	N.A.	20%
Increase and accelerate development of environmental technologies & environmental management applications	Environmental Sustainability	% increase in the number of protected areas having an EMP	N.A.	30%
Increase eco-efficiency of regional transportation system	Environmental Sustainability	% decrease in the consumption of fossil fuels in land and sea transportation	N.A.	20%

REALISATION INDICATORS

They are identified and evaluable indicators with reference to the actions and activities realized to carry out pilot project/projects. They are measured in numerical terms as physical (n.)Or financial (€) unities.³¹

OPERATIONAL OBJECTIVES	REALIZATION INDICATOR/INDICATORS	ACTUAL VALUE, IF IDENTIFIABLE	EXPECTED VALUE
1.1 Minimize use of chemicals and pesticides	Farmers that stopped using chemicals and pesticides	N.A.	200
1.2 Improve quality of local products	New quality labels for agro-food products	N.A.	5
1.3 Utilize waste from agriculture & food manufacturing	New eco-patents (green technology) for the utilization of agricultural waste	N.A.	5
	Food manufacturing enterprises using green technologies/systems	N.A.	20
1.4 Improve marketing potential of local products	% of the total number of supermarkets selling organic food products	N.A.	30%
	Farmers using e-commerce to sell their products	N.A.	100
2.1 Minimize use of water and energy consumption	% decrease in the total consumption of water and energy	N.A.	30%
	Hotels applying eco-innovative technologies/systems	N.A.	200
2.2 Diversify tourist product	Eco-tourist, agro tourist enterprises in the hinterland of Crete	N.A.	20
2.3 improve quality of tourist services	Hotels benefitted from the Vocational Training Programs in Environmental issues	N.A.	200
3.1 Increase the use of eco-efficient material, methods, technologies in the construction of public and private buildings	Green buildings constructed in the last year	N.A.	20
	Buildings with renewable energy installations	N.A.	10
	Eco-villages constructed	N.A.	1
3.2 Minimize & utilize waste from the construction sector	Voluntary agreements signed among property owners	N.A.	3
	Nominations in eco-design projects	N.A.	5
	Enterprises active in recycling waste from the construction sector	N.A.	2
3.3 Increase the share of renewable energy in the construction sector	% increase in the share of renewable energy in the construction sector	N.A.	20%
4.1 Protect quality of natural resources & biodiversity	% increase in the number of public bodies applying EMAS	N.A.	20%
	Cooperative structures created to strengthen regional eco-innovation	N.A.	1

³¹ For example realization indicators could be the number of activated information desks, the number of realized pilot projects, and the number of enterprises that benefitted of the activities or services of a Desk.

OPERATIONAL OBJECTIVES	REALIZATION INDICATOR/INDICATORS	ACTUAL VALUE, IF IDENTIFIABLE	EXPECTED VALUE
4.2 Minimize consumption of water and energy	Environmental awareness campaigns (door to door) organized for the reduction of energy and water consumption	N.A.	2
4.3 Monitor and evaluate natural resources and biodiversity	GIS applications used for the protection of rural landscape	N.A.	5
4.5 Promote environmental remediation of degraded soil, water & brown field sites	Brownfield areas remediated	N.A.	5
5.1 Minimize consumption of fossil fuels	% decrease in the consumption of fossil fuels in cars	N.A.	20%
5.2 Improve quality of mobility through intelligent transport	Websites created to provide eco-efficient traveler information	N.A.	1
	Car free areas	N.A.	2
5.3 Apply recycling in all big stations (ports and airports of the island)	% increase in the volume of recycled waste within different travel modes stations	N.A.	20%

8 SYNOPTIC SYNTHESIS FRAMEWORK

It is proposed to insert a common synoptic synthesis framework highlighting the interrelations among objectives, strategic lines, sectors and/or technologies and realized actions, so that each SOP can underline the value and the finalities of the single pilot project of the various partners, embedded in the wider context of MEDOSSIC project. It can concretely be defined only after the various SOP have been drawn up by the partners of the project.

For example it could be structured as follows

Through the last decade, effort has been paid in order to transform the island to a centre of knowledge and technology. The existing situation analysis indicated that even though a big number of actors are involved in the production of environmental research in the region of Crete, still the progress in the development of eco-innovation is very latent. *“In this sense, a regional partnership is necessary in order to coordinate local stakeholders with business, labour and civil society within a long-term strategy for sustainable development”.*

The OPEN meeting point, namely the *eco-innovation pool of Crete* facilitates an “open communication and coordination mode” and allows the “listening of SMEs”, the exchange of information, identification of good practices and evaluation and monitoring within the whole implementation phase of the Operational Plan.

It will serve as a support and empowering structure which facilitates the development of all forms of eco-innovation (including eco-innovative technologies, management methodologies, organisational modes, green systems, green products and services) and their applications in all the areas of environmental science (i.e. water management, energy, biodiversity, waste management, air pollution, soil remediation and climate change mitigation). The mission of the Structure is to disseminate information on these eco-innovations with special reference on their advantages to business applications.

Horizontal activities involve:

- Sharing and evaluating Good Practices
- Operating and maintaining a Green Think Tank
- Promoting the establishment of public sector eco-clusters
- Providing career advice to environmental professionals
- Providing high quality training to different target groups
- Organisation of various conferences and innovation transfer events (i.e. Cretan GREENNO Week)
- Monitoring and Evaluation of the Operational Plan and its impact on the regional eco-innovation system
- Promote eco-clustering and transfer sector specific technology
- A Summer Intense Innovation School for young graduates/researchers facilitating the international exchange of knowledge and experiences

Sharing *best practice* will focus on the 5 sectors (agro-food, tourism, construction, environmental management technologies and transport) and illustrate good practices in 4 key areas:

- Entrepreneur training
- Business support

- Financing
- Technology support

It will provide high quality training and networking for both public and private bodies so that:

- Environmental issues are thoroughly integrated in all their procedures
- They are able to internationalise their activity
- Strengthen their market position

It will also provide career guidance to environmental professionals and promote the development of sector specific eco-clusters which will actually embody the development of eco-innovation in the areas of high priority for the region.

The green career advice

- Will promote Green jobs and employment
- Involve a database of green vacancies and enterprises providing green jobs

The eco-clusters

Will provide support to public SMEs for the development, application and certification of EMAS including

- On the job training
- Shift to Green Public Procurement procedures

The present operational plan will be released to open consultation before it's fully endorsed while the Scientific Committee would have to regularly revise the operational needs and objectives in order to secure the implementation of the global objective that is to transform Crete into a successful example of regional eco-innovation with talented human resources and exceptional green infrastructure, products and services. To this end, the Scientific Committee should also seek to designate additional sectors which have the potential for eco-innovation. Besides, the pilot structure is based on the declaration that all industrial sectors have the potential to develop eco-innovations. "*Green Growth should be understood as a continuous process that requires governments, consumers and business from a wide range of sectors, both "existing" and "future" to work towards economically and environmentally sustainable growth*³²."

³² OECD Declaration on Green Growth, November 2009

MATRIX 4 - Synoptic Synthesis Framework

Global objectives	Sector/sub sectors and technologies for eco-innovations Project Pilot	Sector 1				Sector 2				All sectors			
		Environmental technologies	Organisational Innovation	Product and Service Innovation	Green system innovations	Environmental technologies	Organisational Innovation	Product and Service Innovation	Green system innovations	Environmental technologies	Organisational Innovation	Product and Service Innovation	Green system innovations
Global objective (GR4: <i>Increase and accelerate development of environmental technologies & environmental management applications</i>) - PP8 (OANAK) ³³ .	Project Pilot 1: GREEN THINK TANK												
	Project Pilot 2: PUBLIC ECO-CLUSTER												
	Project Pilot 3: SECTOR SPECIFIC ECO-CLUSTERS												
	Project Pilot 4: SUMMER ACADEMY FOR ECO-INNOVATION												

³³ Only the first 2 Pilot Projects will be implemented within the framework of MEDOSSIC project and in particular, project of high priority is the Green Think Tank. Pilot Projects 3 & 4 are planned for next year, with the utilization of different funding resources as described in Chapter 7.

ANNEX

Please insert in enclosure the minutes of the workshops, a copy of the list of the participants, possible materials distributed during workshops, further documentation predisposed to support the participative process, as questionnaires, slides of presentation etc.

Acknowledgements

We would like to thank all the representatives and local stakeholders who contributed to the final outcome of this project and the local workshop. Their observations, feedback and comments have been valuable for our work.

References

1. Existing Situation Analysis: MEDOSSIC project, January 2010 (Ref Numb 3.1.8): http://www.medossic.eu/file/open/31_6dd1cba1bcaaf/ESA_CRETE_FINAL.pdf
2. NASA's Summer of Innovation Project: <http://www.nasa.gov/offices/education/programs/national/summer/about/index.html>
3. Patras Science Park: <http://www.psp.org.gr/>
4. Environmental Quality Bonds: A public eco-cluster: http://www.qub-info.de/derquh/der_quh.php
5. Andalusian Technology Network (RETA) <http://www.reta.es/>
6. The Bilbao Declaration on eco-innovation: Fostering eco-innovation in SMEs: http://ec.europa.eu/environment/ecoinnovation2010/1st_forum/pdf/declaration.pdf
7. The European Association of Development Agencies: eco-innovation and regional development Green to Grow: http://www.eurada.org/site/index.php?option=com_content&view=article&id=155&Itemid=178&lang=en
8. URENIO: Urban and Regional Innovation Research Unit: www.urenio.gr
9. National Strategic Reference Framework (NSRF): Operational Programs of Greece: <http://www.espa.gr/en/Pages/Default.aspx>
10. European Charter for Small Enterprises: http://ec.europa.eu/enterprise/policies/sme/files/charter/2004_charter_docs/report_belgium_2003-en_en.pdf
11. The Lisbon Strategy 2000: http://www.europarl.europa.eu/summits/lis1_en.htm
12. EUROPE 2020: A European Strategy for Smart Sustainable & Inclusive Growth <http://ec.europa.eu/eu2020/pdf/COMPLET%20EN%20BARROSO%20%20%20007%20-%20Europe%202020%20-%20EN%20version.pdf>

Other related documents

The following documents are annexed in the hard copy and electronic version in Greek Language.

1. Agenda Medossic Workshop 19-3-2010 (GR)
2. Invitation Medossic Workshop 19-3-2010 (GR)
3. MEDOSSIC ESA_OANAK (GR)
4. MEDOSSIC Best Practice_OANAK (GR)
5. MEDOSSIC Brainstorming tool_OANAK (GR)
6. Questionnaires (Matrices2) (GR)
7. Concentrating Matrix 3 (GR)
8. Minutes of the workshop (GR)
9. List of participants (GR)