

# PROJECT CHANGE FORM

## General instructions

### When shall the Project change form been submitted?

This form shall be used by the project's Lead Beneficiary any time a request for project change has to be submitted to the Managing Authority (MA) according to Article 17 of the General conditions of the IPA Subsidy Contract. The present form, correctly filled in all its parts, is an integral part of the project change request and will serve to ask for both content-related change and budget changes.

### What shall be submitted to the MA/JTS?

Once filled in, the form shall be printed and attached to the letter for project change (using the template "Request for Project Change" downloadable from the Programme website) together with all the relevant enclosure. These documents shall be sent to the Managing Authority via normal mail/courier duly signed and stamped or by fax to the following number: +39 0862 22520. Lead Beneficiaries are anyway recommended to forward these documents always by fax in order to permit to the JTS to start the assessment of the request earlier.

**Further information on project change is provided in the Programme Management and Control Manual and in the Project change Pack available on the Programme website.**

### How to fill in the Project change form?

The Project change form consists of the project content (project description, work plan with outputs and results) and budget as approved. The Lead Beneficiary must then fill in the same sheets by modifying the existing content with:

- a) the project changes already authorized (thus the Project content present into the M.I.S.) and
- b) the new project changes requested.

Any change introduced in the form will be highlighted by pink color, thus both the ones already approved and the new ones. This means that the "Request for Project Change" shall contain all the clarifications useful for the JTS' assessor to individuate immediately the new changes requested.

**Further information on how to fill in budget section is provided in the Applicants' Manual of the 1st Calls for Proposals.**

### **LEGEND**

**Pink cells** highlight information and/or amounts changed. Be aware that even a fullstop or a space inserted will be considered as a modification and thus the cell will become pink.

**Red fields** highlight instead that some inconsistencies incurred between the different sections (sheets) of the AF (that is between Budget

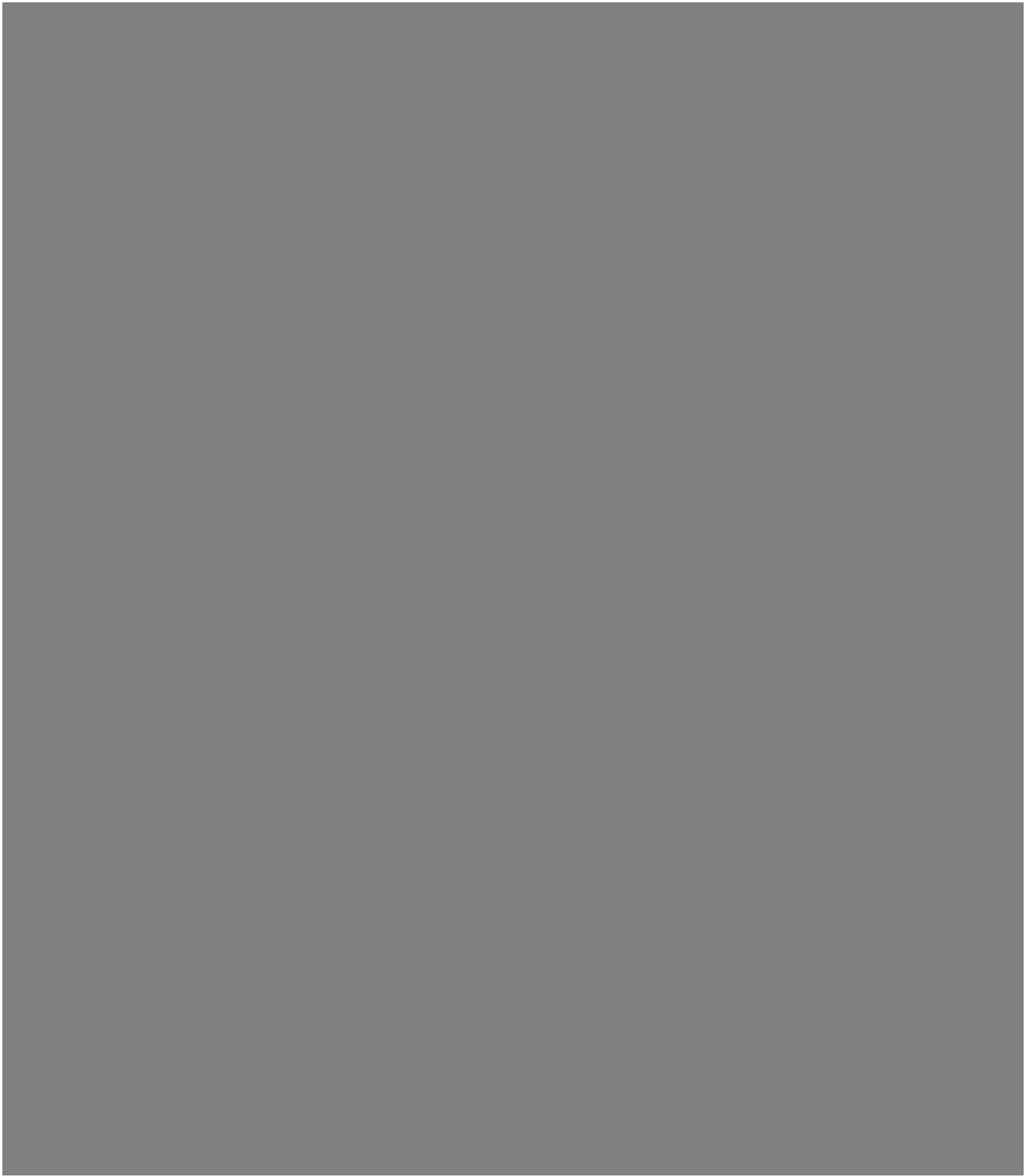
### **TIPS**

A) Since the Application Form uses several Macro-functionalities in order to make the complex document more user-friendly, Macros have to be

B) If you want to use a bullet point list in any of the fields, press 'Alt+Enter' to move to the next line.

C) If you want to copy and paste information in the document, select the content of the cell you are copying from and not the cell itself.

**The Excel protection of the form must not be removed.**



## 1. Project Identification

### 1.1. Project Title

An Adriatic Network for Advancing Research Development and Innovation towards the Creation of new Policies for Sustainable Competiveness and Technological Capacity of SMEs

### 1.2. Project Acronym

ADRIATinn

### 1.3. Priority / Theme

Priority 1.Economic, Social and Institutional Cooperation

Str. Theme Priority 1 - Theme 1

### 1.4. Lead Beneficiary (official name in English, Country, level of Nuts II - III or equivalent)

Off. name Ionian University

Country GREECE

Nuts II-III eq. Kerkyra

### 1.5. Project length

Start

Year Month

2013 11

End

Year Month

2016 9

**Closure date must be within March 2016**

Total months

35

### 1.6. Total budget

4.216.175,76 €

**Total budget must be >= 5.000.000**

### 1.7. Partnership

#### Number of Beneficiaries per Country

GREECE	3	ALBANIA	2
ITALY	2	BOSNIA-HERZEGOVINA	2
SLOVENIA	3	CROATIA	2
		MONTENEGRO	3
		SERBIA	3
Other [art. 97 reg (EC) 718/2007]	0		

Total Number of Beneficiaries

20

Total Number of Associates

0

## 1.8. Project Summary

ADRIATinn aims to increase the competitiveness of the Adriatic area SMEs (i.e. help them maintain the market share they currently have) and their extroversion capability (i.e. extend their business and penetrate to new markets) through a cross-border ecosystem that fosters ICT adoption, innovation and specialization.

Innovation and networking are the two keys for SMEs sustainable growth which in turns leads to the EU economy improvement. The consortium is built around this rationale: commerce chambers are lobbying organisations representing SMEs and enabling them find mentors and network; prominent R&D institutes enable SMEs to address their needs and assist them produce innovative products and services; regional governments formulate policies and strategies for supporting sectorial innovation and networking.

The proposed strategic, interregional approach will positively affect the whole Adriatic area using most of the building elements indicated in the "Smart Specialization Strategy". Specifically, ADRIATinn will:

- Propose to national/regional/local authorities measures such as RDI tax credit, constitution of RDI strategic boards, implementation of innovation vouchers programs, reinforcement of venture capitals etc.
- Establish a cross-border innovation ecosystem supporting RDI and growth (cluster with mechanisms such as collaborative workspaces, innovation weekends, success stories seminars, mentoring programs, helpdesks etc.)
- Integrate higher education, lobbyists (commerce chambers) and SMEs to build a common strategy for lifelong learning in RDI
- Interconnect (network) and facilitate collaboration between geographically dispersed and complementary R&D performers and SMEs (thus building virtual sectorial, regional centres of excellence)
- Capitalize the areas advantages (bio-economy already flourishes and can extend; energy is an emerging sector) and engage with high growth economies; China, India and Brazil

ADRIATinn goes beyond the definition of a series of policy/strategy/best practices recommendations, by implementing extensive pilot actions that contribute to the operation of a real ecosystem boosting SMEs capacities. Numerous mechanisms oriented to support SMEs extend their RDI capacity are foreseen:

- Recording of all SMEs with RDI capacities, with emphasis in female entrepreneurs, resulting in mapping the needs and identifying possible collaborations
  - Establishment of Collaborative workspaces, 1 in each participating country, which will be the reference point for the SMEs looking for talented freelancers that will support their short or long term R&D needs
  - Organization of 8 seminars (1 in each country) in which 10 cases of SMEs success stories deriving from innovation will be presented and will result in informing entrepreneurs about best practices and inspire them
  - Collaboration among SMEs and RDI performers with the aim to address specific needs of the SMEs with the provision of targeted, state of the art studies (at least 40 cases) prepared by the researchers
  - Mentoring program; more than 40 SMEs will be assigned a mentor that will help them boost profitability and productivity, enter new markets, launch new products and improve customer service
- Moreover, the mechanisms oriented to support the emerging of innovative economic sectors/branches are:

- Recording of consistent data and information for emerging economic sectors/branches (focusing on bio-economy and energy) and new cross-sectorial themes (focusing on well-being sector combining food industry, tourism and health/sports)
- Spin-off and start-up helpdesks, covering the complex IP issues that will have as a result the provision of complete consultation for innovative entrepreneurs
- Organization of 16 innovation weekends. The result will be the promotion of entrepreneurship, collaboration and creativity towards solving identified societal problems

## 2.2 Partnership composition

Beneficiary 1		
Institution	Institution name in national original language	Επιμελητήριο Κέρκυρας
	Institution name in English translation	CHAMBER OF CORFU
Legal status		Public Body
National Identification Code		90101182
Bank account	IBAN code	GR8901724510005451054608560
	BIC / SWIFT code	PIRBGAA
"de minimis" condition		No
Address	Street, Number, Postal code	ARISTOTELOUS 2 & KAPODISTRIOU 49100
	City	CORFU
	Country	GREECE
	NUTS II - III eq.	Kerkyra
Legal representative / Legal signatory	Name/surname	George P. Chondrogiannis
	Function	President
Contact person	Name/surname	Christos S Papachristou
	Function	Chamber of Corfu
	Street, Number, Postal code	ARISTOTELOUS 2 & KAPODISTRIOU 49100
	City	CORFU
	Ph. Num. - fax	(+30)2661080575
	e-mail	corfucciadriatinn@gmail.com, papachristou.christos@gmail.com
Beneficiary organization (human resources, equipment, budget, other important information)	<p>Chamber of Corfu has currently 16.000 members: entrepreneurs, enterprises and branch offices of all legal forms that operate in the islands of Corfu, Paxos and Diapontia islands. It has a constitutional role as a consultative and advisory body of the Greek state that advises and supports the efforts of its members aiming at their economic growth. It has participated in all local authority committees and since it's President holds the General financial supervision position of the Greek Union of Chambers it also have some influence in national policies. Corfu Chamber has successfully promoted projects with a value more than €2.000.000 over the last 5 years, has a fully equipped Conference Hall and participates in Committees, Unions and Organizations such as: Union of Hellenic Chambers of Commerce, Eurochamber, EU Island Chambers of Commerce Network, FORUM AIC (Forum of Adriatic &amp; Ionian Chambers), Intermediary Body for Management of the Operational Programme on Competitiveness (EFEPAE)</p>	
Description of previous (and current) experiences in CBC and international projects	<p>Innovation 3I in Ionian Islands: ROP Ionian Islands, €4.630.000, innovative business ideas and practices. Electronic Business Portal: OP Information Society, €398.650, portal with e-commerce abilities. Business Electronic Repository: OP Ionian Islands, €716.680, electronic repository. Collaboration Platform for Interoperability: OP Information Society, €369.500, CAST – Chambers Active for Sustainable Tourism DG ENT program "Knowledge Networks of European tourism", Digital Broadband for Company Competitiveness: OP Digital Plan, €1.082.305, digitization, e-chamber application and company digital profiles, Energy Saving Pilot Building for Corfu CCI: OP Environment and Evergreen Development, I.N.TR.A. Introducing innovations in TRaditional Agro-food products to increase SMEs competitiveness, INTERREG III, C.E.T.A. Cross border Electronic exchange for the Tourism business Accommodation INTERREG III, INSMART Integrated action to develop digital content and digital promotion of tourism.</p>	
Contribution of the Beneficiary to the project	<p>The Chamber of Corfu will be the networking/ lobbying partner for Greek SMEs. As all partners, the Chamber will contribute to the analysis of best practices, policies and strategies through dialogue on RDI issues and development of Smart specialization and open data and to the preparation of recommendations for new, improved policies. The recording of all Greek SMEs with RDI capacities, the implementation of the success stories seminar in Greece and the recording of consistent data and information on emerging economic sectors and new cross-sectorial themes will be some important tasks in which the Chamber will contribute. The most important tasks for which the Chamber will be responsible are the operation of the helpdesk for SMEs, spin-offs and start-ups and the pilot implementation of the mentoring program for the SMEs of the region.</p>	
Competences, capacity and know how of the Beneficiary in implementing project activities and results	<p>We participate in all local authority committees and since we hold the General financial supervision position of the Greek Union of Chambers we also have some influence in national policies. Corfu CCI has successfully promoted projects with a value more than €2.000.000 over the last 5 years has a fully equipped Conference Hall and has participated in all action promoting Corfian Tourism over the last 10 years since tourist enterprises are the majority of its; members and its opinion is highly respected in tourism matters and proceedings</p>	
Beneficiary financial details	Total budget	€ 235.709,16
	EU co-financing	€ 200.352,79
	National co-financing	€ 35.356,37
	Additional public/private funding (where required)	€ 0,00

### 3. Project Description

#### 3.1. Project background and the problems and/or challenges to be addressed

Energy, and specifically oil and gas, is the emerging economic sector of the area. Natural gas is produced through several projects, mainly in Croatian and Italian waters, while the all rest led by Montenegro and Greece, are looking for gas and oil in their coasts. Market volatility, production challenges, environmental concerns and the smarter way to address them provide the opportunity for existing SMES to extend their business and for new need-derived business to be created. The bio-economy sector also has a strong innovation potential due to their use of a wide range of sciences (life sciences, agronomy, ecology, fishery, food science), enabling industrial technologies (biotechnology, information and communication technologies, and engineering), as well as local and tacit knowledge. Unique goods such as the agricultural and fishery products are part of Mediterranean diet and a major economic sector in all Adriatic Countries.

However, as already identified by the Programme, research and innovation in the area is characterized by low levels of investments and the lack of competitiveness and technological capacity of SMEs. Lack of cooperation among SMEs, as well as, among research institutes and SMEs and the absence of know-how for supporting innovation schemes (start-ups and spin-offs) are the barriers hindering innovation in the area. Universities are not an integral part of the innovation supply chain to business; this chain is multi-dimensional, it has to be sustainable and it has to have quality, strength and resilience. This can only be secured through close collaboration, partnership and understanding between SMEs and RDI performers. The concept of collaborative advantage is gaining momentum and needs to become a common practice.

The challenge is to increase the competitiveness and the extroversion capability (i.e. extension of business and penetration to new markets) of the SMEs of the area through a cross-border ecosystem that fosters ICT adoption, innovation and specialization. The proposed strategic, cross-border approach, based on the principles of equal opportunities, non-discrimination and fair competition, will positively affect the whole Adriatic area using most of the building elements indicated in the "Smart Specialization Strategy":

- Propose to national/regional/local authorities measures such as RDI tax credit, constitution of RDI strategic boards redefining government's role as a customer and investing in priority themed areas based on potential, implementation of innovation vouchers programs, reinforcement of venture capitals
- Establish a cross-border innovation ecosystem supporting RDI and growth
- Integrate higher education, lobbyists and SMEs to build a common strategy for lifelong learning in RDI
- Interconnect and facilitate collaboration between geographically dispersed and complementary R&D performers and SMEs
- Capitalize the areas advantages and engage with high growth economies; China, India and Brazil

#### 3.2. Project Objectives (general and specific)

The general objective of this strategic project is to boost research and innovation capacities as well as fostering innovation in SMEs through joint activities or networks aimed at increasing the competitiveness of the Adriatic area by building a sustainable, cross-border ecosystem for SMEs related to bio-economy and energy. The project is submitted under Priority 1, Strategic Theme 1, and "Innovation as key for economic development in the Adriatic area."

ADRIATinn aims to:

(Obj1) Foster cooperation/dialogue between key stakeholders and policymakers to increase territorial endogenous capacity in RDI.

Recommendations/ guidelines that will hopefully be transformed in long terms commitments (Protocols) will be released at the end of the project between national/regional/local/ key experienced stakeholders and policymakers.

The main activities foreseen to achieve obj1 are:

- Recording of all national/regional/local/ best practices, policies and strategies of the participating countries, as well as of other areas like Baltic, and exploration of their possible transfer and adjustment to other countries of the area
- High-level meetings/workshops between practitioners/stakeholders from different countries but in the same sector to facilitate dialogue on RDI issues and development of Smart specialization and open data

(Obj2) Create mechanisms oriented to SMEs to support their RDI capacity to improve their competitiveness also developing high added quality innovative products.

During ADRIATinn several methodological instruments/tools/mechanisms to support RDI capacity of SMEs (focusing on energy and bio-economy sectors) will be created. Specifically:

- Collaborative workspaces
- Mentoring programs
- Recording of all SMEs with RDI capacities and needs, with emphasis in female entrepreneurs
- Organization of seminars in which cases of SMEs success stories deriving from innovation will be presented
- Collaboration among SMEs and RDI performers resulting in the provision of targeted, state of the art studies

(Obj3) Stimulate the emerging of innovative economic sectors/branches combining technology innovation and social aspects (such as creative industries, creative thinking, commercialisation of knowledge, etc.)

During ADRIATinn several methodological instruments/tools/mechanisms to support the emerging of innovative economic sectors/branches will be created. Specifically:

- Gathering and recording of consistent data and information, and creation of a dedicated helpdesk as reference point, on emerging economic sectors/branches (bio-economy and energy) and new cross-sectorial themes (well-being sector combining food industry, tourism and health/sports)
- Spin-off and start-up helpdesks, also covering the complex IP issues
- Organization of innovation weekends to promote entrepreneurship, collaboration and creativity



### 3.3. Coherence of the project

#### 3.3.1. Coherence of the project with the Strategic Theme and with the relevant EU policies and horizontal issues

As it is evident above, the project is in accordance with the objectives of the Programme and the relevant Strategic Theme since it aims to create a sustainable, cross-border ecosystem that will enable SMEs to reach their full RDI potential. The project goes beyond the necessary recording of information about policies, strategies, SMEs capacities etc, by proposing specific methodological instruments/tools/mechanisms (co-labs, innovation weekends, SMEs' helpdesks, SMEs and R&D performers collaboration schemes) targeting to support SMEs extend their know-how and RDI capacity, as well as stimulate the emerging of start-ups and spin-offs addressing the needs of established (bioeconomy) and innovative (energy) economic sectors/branches.

Europe2020, that updates and extends the Gothenburg/Lisbon strategy, indicates Smart growth (an economy based on knowledge and innovation) as a major objective. ADRIATinn contributes to the Flagship Initiative "Innovation Union" by refocusing R&D and innovation policy on the challenges facing our society, such as energy, and by strengthening the links of the innovation chain, from 'blue sky' research to commercialization. Sustainable growth (promoting a more resource efficient, greener and more competitive economy) is the 2nd important target of the Europe2020 strategy. ADRIATinn contributes to the Flagship Initiative "An industrial policy for the globalization era" by reinforcing the building of a framework for a modern industrial policy, to support entrepreneurship, to guide and help industry and SMEs to become fit to meet these challenges, to promote the competitiveness of Europe's primary, manufacturing and service industries and help them seize the opportunities of globalization. Inclusive growth (a high-employment economy delivering economic, social and territorial cohesion) is the 3rd target of the EU strategy. ADRIATinn contributes to the Flagship Initiative "An Agenda for new skills and jobs" by empowering people through the acquisition of new skills to enable our current and future workforce to adapt to new conditions and potential career shifts, reduce unemployment and raise labour productivity.

ADRIATinn, that from its nature reinforces the principles of equal opportunities, non-discrimination and fair competition, is also in line with all relevant EU frameworks regarding the R&D support of SMEs such as CIP and particularly EIP (Entrepreneurship and Innovation Programme), EUREKA (providing tools such as clusters, umbrellas, Eurostars) and FP7-SMEs 2013 (research for the benefit of SMEs).

The transition from a fossil-based economy to a sustainable bio-economy in Europe, will have research and innovation at its core. The EU policy concerning energy and novel technologies contains measures related to planning, implementation, resources and international cooperation. ADRIATinn will have an impact in all relevant policies.

#### 3.3.2. Coherence of the project with public national and subnational strategies of the territories involved

In Greece, the "Strategic Development Plan for Research, Technology and Innovation" set a main goal for research policy of increasing and improving investments in knowledge and excellence aimed at sustainable development. The Ionian Islands region supports the following policy areas: Infrastructure for R&D; Technology transfer and collaboration networks between science and industry; R&D in SMEs; investments in companies directly related to RDI.

In Italy, the Innovation policy, also adopted by Apulia region, is entitled "National Reform Programme for Innovation, Growth and Employment" and supports: increase of the competitiveness in priority technological areas; strengthening of public-private research collaborations; support to the creation and development of new high tech firms; promotion of R/D infrastructures and networks.

In Montenegro, the main policy document on research and innovation is entitled "Strategy of Scientific Research Activity 2012-2016" and sets a vision of the scientific research activity as an effort to transform national economy to the economy based on knowledge. The 2 major strategic goals include: Strengthening of multilateral, regional and bilateral cooperation and Cooperation of scientific research community with business sector.

In Bosnia, the main elements of the research policy are described in the Strategy for the Development of Science in BiH 2010-2015. In the Republika Srpska (RS), where Trebinje is located, engineering and technology sciences (i.e., energy efficiency, electrical engineering, mechanical engineering and technology) are in priority.

In Serbia, the main policy document is the "Strategy of S&T Development of the Republic of Serbia 2010-2015" (SSTDRS, 2010). National priorities in the domain of S&T include Agriculture and food; Energy and energy efficiency; ICT.

In Croatia, the strategic pillars are provided in the "National strategy for the Croatian innovation development 2013-2020". Enhancing business innovation potential; increasing knowledge flows and interactions between industry and academia; technology transfer; strengthening human resources for innovation are the main targets of the strategy.



In Slovenia, the Research and Innovation Strategy (RISS) 2011–2020 promotes the support of “interdependence between science, development and innovation” and the new National Programme of Higher Education (NPHE) 2011–2020 details research priorities: promotion of entrepreneurship, innovation and technological development and guaranteeing conditions for growth by providing sustainable mobility, are in priority.

In Albania, the “National Strategy of Science, Technology and Innovation” (NSTI) includes scientific research and innovation and their funding mechanisms and the establishment of long-term co-operation between academia and the private sector. NSTI has three strategic pillars for the support of SMEs: Innovation Financing; Business Innovation Support Services; Innovation Infrastructure Development.

### 3.4. Added value of the cross-border cooperation in this project

The proposed strategic, cross-border approach, that will positively affect the whole Adriatic area, is necessary for addressing the complex R&I challenges with the following building elements:

- Innovation clusters for growth; cross-border clusters - geographic concentrations of SMEs and R&D Institutes, which interact with each other and with clients and suppliers and often share a pool of specialist labour, business and financial services, R&D and training facilities – are an important element in smart specialization strategies.
- Lifelong learning in research and innovation; the universities of the area should be helping to commercialize research by increasing the entrepreneurial mind-set of students and by collaborating with regional SMEs in innovation, so becoming more strongly involved in regional economic development. Integrating higher education, research and business (the Knowledge Triangle) to generate and promote can only happen through a strategic approach. Mentoring programs are also in this direction. The cross-border nature of the project ensures the complementarity of expertise and know-how.
- Attractive regional centres of competence; the further development and use of ICT-based e-infrastructure to interconnect and facilitate collaboration between geographically dispersed research teams and the sharing of scientific resources and knowledge is a key means of doing this.
- Capitalization; fishery and agriculture, which flourish at the local and regional level can help to boost local economies, stimulate new activities, create new and sustainable jobs, have important spill-over effects on other industries and enhance the attractiveness of regions and cities. ICT adoption and access to R&I Institutes and advanced SMEs through an interregional cooperation project will ensure that entrepreneurs reach their potential. Energy sector is also growing. None of the above can be sufficiently addressed acting at national, regional or local level.

### 3.5. Methodology approach

ADRIATinn will not be limited only to the definition of a series of policy/strategy/best practices recommendations, which will lead to the definition of collaboration protocols among involved partners, but it will implement extensive pilot actions that will prove the concept of the project and will contribute to the implementation of an ecosystem boosting SMEs capacities. Co-labs fostering collaboration and identification of experts, innovation weekends promoting creativity, innovation and entrepreneurship, SMEs and spin-offs helpdesks, also solving legal ,administrative and IP issues, mentoring programs will aim to experiment the relevant instruments/tools/mechanisms and to test their efficacy, efficiency and feasibility, as well as, their functioning and viability for wider dissemination in the area.

Innovation and networking are the two keys for SMEs sustainable growth which in turns leads to the EU economy improvement. The consortium is built around this rationale: commerce chambers are lobbying organisations representing and hosting SMEs and enabling them network; prominent R&D institutes enable SMEs to address their needs and assist them produce innovative products and services; regional governments formulate policies and strategies for supporting sectorial innovation and networking and explore funding and financing tools for that purpose.

Target groups: SMEs related to bio-economy and energy will directly benefit from the project since the pilot actions will propose certain instruments/tools/mechanisms that will boost innovation and networking capacities.

The project fosters process-oriented innovation since it proposes new tools and mechanisms for the support of SMEs with proven efficacy in advanced countries. It also includes goal-oriented innovation since it focuses in the formulation of new objectives, policies and strategies concerning innovation and networking for the increase of competitiveness in the area

### 3.6. Expected results and outputs

The major output of the project is the sustainable, cross-border ecosystem that will result in fostering and boosting SMEs R&D capacities and networking as means for further development. Another output is the recording of all national/regional/local/ best practices, policies and strategies at least for bio-economy and energy sectors of the participating countries. 2 studies, one per sector are foreseen. This will result in consistently exploring their transfer and adjustment to other countries of the area. Other important outputs are the recommendations/guidelines (one for each country) that will hopefully be transformed in long terms commitments (in the form of Protocols) between national/regional/local/ key experienced stakeholders and policymakers that will be released at the end of the project. The result will be the improvement of the way RDI challenges of SMEs are addressed. Several outputs/mechanisms oriented to support SMEs extend their RDI capacity are foreseen:

- Recording of all SMEs with RDI capacities, as well as recording of SMEs that have identified RDI needs, with emphasis in female entrepreneurs resulting in mapping the needs and identifying possible collaborations. A “Success stories” guidebook will also be released
- Establishment of Collaborative workspaces, 1 in each participating country, which will be the reference point for the SMEs looking for talented freelancers that will support their short or long term R&D needs
- Organization of 8 seminars (1 in each country) in which 10 cases of SMEs success stories deriving from innovation will be presented and will result in informing entrepreneurs about best practices and inspire them for addressing their own needs
- Collaboration among SMEs and teams of researchers, from the involved in the project R&D Institutes, with the aim to address specific RDI needs of the SMEs with the provision of targeted, state of the art studies (at least 20 cases) prepared by the researchers
- Mentoring program; 40 SMEs will be assigned a mentor that will help them boost profitability and productivity, enter new markets, launch new products and improve customer service

Several outputs/mechanisms oriented to support the emerging of innovative economic sectors are also foreseen:

- Recording of consistent data and information, and creation of a dedicated helpdesk as reference point for any actors (with emphasis in SMEs) interested in emerging economic sectors/branches (focusing on bio-economy and energy) and new cross-sectorial themes (focusing on well-being sector combining food industry, tourism and health/sports)
- Set-up spin-off and start-up helpdesks, 1 in each participating country also covering the complex IP issues that will have as a result the provision of complete consultation for innovative entrepreneurs
- Organization of 8 innovation weekends. The result will be the promotion of entrepreneurship, collaboration and creativity for solving identified societal problems

### 3.7. How the project will realize all the foreseen levels of joint cooperation

The partners have jointly developed the proposal and depicted their common cross-border, strategic approach within this Application Form. The activities foreseen are balanced among partners and there is a clear per country distribution of expected outcomes (helpdesks, SMES registries, co-labs, innovation weekends etc.).

The responsibilities and the tasks of the partners in the joint implementation are well defined. The project coordinator is responsible for the overall smooth implementation of the project and the WP leaders, coming from various participants, are in close cooperation with the project coordinator and the other participating experts, in order to perform the WP tasks, and assume the responsibility for the high quality of the deliverables which have been assigned to them. Each deliverable is produced by the corresponding task leader under the guidance of the work package leader who refers to the PC for any issues.

One joint project coordinator and one joint financial manager, both coming from the Lead Beneficiary, will be the joint staff responsible on behalf of all project partners.

The project coordinator (or project manager) Prof Vasilios Chrisikopoulos is responsible for co-ordinating the whole project's work, for ensuring that the time plan is respected, the resources are correctly used and responsibilities of partners are well defined, for monitoring the progress of the project; for ensuring proper information flow.

The project financial management will be handled by the Research Committee of the Ionian University, who will be responsible for the adequate and orderly project accounting, for properly financial managing of the total budget and for monitoring financial progress of the project.

The project has one joint project budget divided among partners according to the described activities to be carried out and the Lead Beneficiary will be responsible for administration and distribution of funds to the partners, as well as for reporting.

### 3.8. Project management

The project coordinator Vasilios Chrisikopoulos is the person responsible for co-ordinating the whole project's work among the involved partners, for ensuring that tasks are fulfilled according to the scheduled timeframe, the foreseen resources and the division of responsibilities among partners; for monitoring the progress of the project; for ensuring proper information flow.

The project financial manager is the person responsible for the adequate and orderly project accounting, for properly financial managing of the total budget and for monitoring financial progress of the project.

The project coordinator and the financial manager will work in close contact with each other, with the partners' organizations and with the Programme's bodies in order to establish effective project management. They will cooperate in preparing and submitting the Project Progress Report (activity and financial reports, every 6 months) to the MA/JTS.

The main coordination and management structure will be the management board that will consist of one project manager from each participating partner. Each member of the management board has a single vote. Chairman of the board is the Project Coordinator. The decisive vote in case of equal votes belongs to the Coordinator.

The board takes decisions about: major modifications in the implementation plan; all budget/ funding associated issues; revocation of underperforming partners; amendment to the contracts; modifications to the partnership agreement. The abovementioned decisions need a 75% majority of all participants. For any other decision not falling in any of the categories described above, a majority of both the votes and the participants is mandatory. The Consortium Board is considered a quorum Of more than 50% of the participants are present (or at least represented by a proxy).

The communication flow among partners (English are the official language) will be ensured with means such as video conferences (and the relevant minutes released) and e-mails. It is important that everything exists in written form to ensure transparency.

WP leaders are important actors for the successful implementation of the project. The Work package Leaders (WP Leaders), coming from various participants, are competent experts who design and coordinate the individual tasks and are in close cooperation with the project coordinator and the other participating experts, in order to perform the actual project work.

The project meetings in which the whole management board will participate will be the basic pillar to guarantee the effective communication within the project. The management board will meet twice a year (every 6 months), on a regular basis and in rotation between partners area.

Interim evaluation will be assigned to external evaluators and dedicated budget will be kept for that purpose. This external and objective assessment will be used to improve/or adjust implementation if necessary.