

MED Greenhouses

“Green Growth through the capitalization of innovative Greenhouses”

*3.2.6. Recommendations for the establishment of mechanisms
favouring cooperation between actors of the quadruple helix*

University of Thessaly

Project Details:

Programme: **Interreg MED 2014-2020**

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Objective: **1.1. To increase transnational activity of innovative clusters and networks of key sectors of the MED area**

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1. Introduction

Objective

The main objectives of WP3 “Capitalising” are to: i) improve the existing innovative framework conditions in the MED area providing tailored recommendations to stakeholders favouring eco-innovative investments in agriculture sector ii) **create synergies and cooperation mechanisms strengthening innovative clusters & networks of the sector.**

This will be achieved with the implementation of a set of activities, tailored designed for the accomplishment of the above purposes.

In Activity Act.3.1 the partners had systematized the existing knowledge & presented the current situation in policies, financing, greenhouse technologies and key actors of the agricultural/greenhouse sector at regional level. The identified results were valorised in order the partners to elaborate the consolidated document “GAP Analysis& Policies Recommendations” which is one of the main outputs of the project, a tool for policy makers in order to favour the investment environment and promote eco-innovative technologies.

In the context of Activity 3.2 “Transferring knowledge” among partners’ regions, a tailored training course material was produced for stakeholders & actors of the greenhouse/agricultural sector regarding innovative (e.g. geothermal) greenhouse installations/operations. This material is used in the technical events (workshops & webinars) which take part in every country. A joint MED action plan transferring knowledge to the MED area had been also elaborated.

Part of the Act.3.2 is also the current deliverable, “Recommendations for the establishment of mechanisms favouring cooperation between actors”.


This document will be one of the main outputs - tools of the project for promoting collaboration between actors of the 4-helix and define the structure and the operation model of the Agricultural Transnational Innovative (ATI) Cluster which will be established during project.

2. State of play in the partner region


This section presents the identified mechanisms or initiatives for the collaboration of actors of 4helix, aiming at supporting eco-innovative investments in agriculture sector (including greenhouses). These mechanisms/ initiatives could be different actors of 4-helix of the sector or programmes/ schemes tailored to agriculture/greenhouse sector.

Existing mechanisms for cooperation between policy makers and stakeholders

2.1 Greece

<p>Identified mechanism / initiative</p>	<p>HELLENIC AGRICULTURAL ORGANIZATION – DEMETER</p> 
<p>website</p>	<p>https://www.elgo.gr/index.php/el/</p>
<p>Short description</p>	<p>The main objective of DEMETER is the development and / or the support of activities aiming at the modernization and development of the agricultural sector of Greece, the improvement of production processes, the strengthening of competitiveness, the certification of quality agricultural products and foodstuffs, the establishment and certification of good agricultural practices.</p> <p>At the same time, the main mission of the Organization is the scientific and technical support of the Ministry of Rural Development and Food in planning and supporting the implementation of its policy in the framework of the Common Agricultural Policy and the Common Fisheries Policy, as well as in formulating positions on the issues dealt with in Council and the other competent bodies of the European Union.</p>


<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Among others, DEMETER is concerned with:</p> <ul style="list-style-type: none"> ✓ the promotion of innovation, conducting research, disseminating knowledge, technology and advisory services in all sectors of the agri-food chain, ✓ the provision of agricultural vocational education and training, ✓ the protection of origin and identity, checks on the lawful use of terms, symbols and indications in agricultural products and foodstuffs in order to ensure their quality, ✓ the implementation of good practices in agriculture.
<p>Area of Action</p>	<p>DEMETER has a number of branches all over Greece, including 4 branches in the region of Thessaly; in Almyros, in Kalampaka, in Karditsa and Larissa.</p>


<p>Identified mechanism/ initiative</p>	<p>Development Company of Trikala & Kalabaka (KENAKAP)</p> 
<p>website</p>	<p>http://www.kenakap.gr</p>
<p>Short description</p>	<p>Aims its initiatives at the upkeep and promotion of the economic and cultural development of the wider area of Trikala and Thessaly, by carrying out its activities according to the planning and development instruments of the Local Authorities. Furthermore, can also carry out the activity of support to the local economic development in other areas, such as the animation and support to the rural development, environmental territories, valorisation and promotion of the local products, advanced tertiary services, education and professional development</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>KENAKAP S.A., dealing with the local development of the wider area, is aiming at:</p> <ul style="list-style-type: none"> ✓ Modernization of the agricultural exploitations and livestock installations, with the support of innovative concepts. ✓ Improving infrastructure for technical support & services to the agricultural sector. ✓ Protecting the environment and enhancing environmental awareness.

<p>Name of the actor (include its logo wherever is available)</p>	<p>Development Company of Pelion (EAP) ΕΤΑΙΡΙΑ ΑΝΑΠΤΥΞΗΣ ΠΗΛΑΙΟΥ Α.Ε. (ΕΑΠ ΑΕ) - Αναπτυξιακή Α.Ε. ΟΤΑ</p>
<p>website</p>	<p>http://eapilio.gr/</p>
<p>Short description</p>	<p>The coordination of scattered development initiatives. Funding with the necessary research and program planning studies for stakeholders to achieve a single integrated development strategy. The creation of conditions and possibilities for convergence and cooperation between the public, social and private sectors. Contribute to long-term investment planning and coordination of individual development programs. Promoting the modernization of the institutions of the local community. Combining Community funding with policies that lead to sustainable and efficient investments. The emergence of local culture and its particular cultural characteristics. Contributing to environmental protection. Supporting interconnection with national or transnational networks of local organizations, The introduction of innovation in the local community. The visibility of the region and local products. Technical support of local stakeholders and local initiatives. Information, awareness, information, animation of individual citizens and groups of citizens.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Implementing programs, Supporting local initiatives, development of social, cultural and environmental activities</p>
<p>Identified mechanism/initiative</p>	<p>Network of NGOs of Thessaly Region</p> 

Website	http://mkothessalias.gr/
Short description	The Thessaly NGO Network has as one of its main pillars of action the sustainable development of Thessaly and believes that the great power of Thessaly, apart from its history and unique tourist destinations, may be the production and handling of the unique products of Thessaly, which will not only adhere to certified and scientifically sound production processes, but also their quality and locality will be certified by reputable bodies that will be recognized internationally.
Offered services/products related to Agriculture/greenhouse industry	Organization of concerts, workshops, seminars and conferences on issues related to development education

Identified mechanism/initiative	Perraivia Network 
Website	http://mkothessalias.gr/
Short description	Developing proposals for the sustainable management, protection, regeneration and enhancement of areas of Thessaly Region. Taking actions for a more humane rural and urban environment. Collaboration with experts (actors, scientists) to take young people's initiative to change attitudes and attitudes towards environmental, cultural and other issues that concern them. Organization of concerts, workshops, seminars and conferences on issues that concern local communities and which require appropriate planning and joint action.
Offered services/products related to	Organization of concerts, workshops, seminars and conferences on issues related to culture,

Agriculture/greenhouse industry	environment, social solidarity, social economy, sustainable development.
Identified mechanism/initiative	Prasini Kivotos  ΠΡΑΣΙΝΗ ΚΙΒΩΤΟΣ GREEN ARK
Website	http://www.prasinikivotos.gr
Short description	<p>Developing proposals for sustainable management, protection, regeneration and promotion of areas of our county and country. Encouragement for the production and promotion of quality products of the Mediterranean diet with emphasis on local products and herbs.</p> <p>Take action for a more people-friendly urban environment. Interventions in urban green, waste management, recycling etc. with the aim of improving and upgrading the quality of life.</p> <p>Collaborate with experts (actors, scientists) to take young people's initiative to change attitudes and attitudes towards environmental, cultural and other issues that concern them.</p> <p>Cooperation with the state, Local Government, the EU, with NGOs, with educational and research centres and other institutions.</p>
Offered services/products related to Agriculture/greenhouse industry	Awareness raising, Developing proposals for policies

Identified mechanism/initiative	EGILOPS 
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Website	http://www.aegilops.gr
Short description	EGILOPS Network for Biodiversity and Ecology in Agriculture, founded in 2004, is a network of ecofarmers in Greece, having as its main activities, in on the one hand, the conservation of heritage varieties/traditional agricultural knowledge and on the other hand, the reintroduction of these varieties into everyday agricultural practice (on farm conservation).
Offered services/products related to Agriculture/greenhouse industry	<ul style="list-style-type: none"> ✓ Conserve heritage varieties and traditional agricultural knowledge and to restore landrace varieties into contemporary agricultural practice in ways that benefit community ✓ Develop plat varieties adapted to local organic production which utilize the benefits of locally adapted genetic resources for ecological agriculture ✓ Strengthen the role of the farmers in the conservation of genetic resources as well as to protect their rights tin taking part in the management and benefits of agrobiodiversity

Identified mechanism/initiative	Development Company of Karditsa (ANKA) 
Website	http://www.anka.gr
Short description	Technical support to Local Authorities (OTA), Associations of Municipalities and Communities, development associations, companies governed by local authorities and other legal entities established or consisted by these bodies. Coordination of development programmes of organizations engaged in planning and technical support in order to implement programmes financed by both national and EU funds. Planning and implementation of programmes to prevent and combat social exclusion, racism, xenophobia

	and all forms of discrimination. Planning and implementation of rural development programmes in the mountainous or plain areas, programmes on protection and enhancement of the human and natural environment, as well as any programme that promotes the comparative advantages of the of the company's shareholders intervention area.
Offered services/products related to Agriculture/greenhouse industry	Conduct studies/surveys, socioeconomic and other studies on its own initiative or having been awarded.

Identified mechanism/initiative	Chamber of Larissa
Website	http://www.larissa-chamber.gr/
Short description	<p>The Chamber of Larissa, like the rest of the Chambers in Greece, is an independent association of natural and legal persons, which is commercially active (in the broader sense of the term) in a certain region (Region of Thessaly). The Chamber is a legal entity governed by public law and it is under the supervision of the Ministry of Development.</p> <p>The aim of the Chambers is to protect and develop entrepreneurship in their region within the framework of the interests of our national economy and development.</p>
Offered services/products related to Agriculture/greenhouse industry	<ul style="list-style-type: none"> - To give advice to the State, Local and Prefectural Government on issues of the local and national economy and the development of entrepreneurship, always aiming at serving the interests of the economic and social development of the region and the country. - To advice and inform on every issue of economic and developmental content to its members.

	<ul style="list-style-type: none"> - To undertake initiatives to support and develop entrepreneurship and competitiveness of local businesses and the national economy. - To promote local products and services and businesses in local and international markets. - To develop partnerships with Local and Prefectural Government as well as all other economic and social actors to serve national economic and social goals.
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Identified mechanism/initiative	Region of Thessaly
Website	https://www.thessaly.gov.gr/
Short description	The Region of Thessaly is a project partner.


Identified mechanism/initiative	University of Thessaly
Website	http://www.uth.gr/en/
Short description	The University Thessaly is the Lead partner of the project.

Identified mechanism/initiative	Municipality of Larissa / Department of Agricultural development
Website	http://larissa-dimos.gr
Short description	The department of Agricultural development falls under the Business Planning Directorate.
Offered services/products related to Agriculture/greenhouse industry	<p>Among others, the Agricultural development:</p> <ul style="list-style-type: none"> ✓ Promotes programs for setting up young farmers and ensures the link between agricultural production and tourism development. <p>Cooperates with farmers and their cooperative organizations to investigate and highlight the technical and economic problems of agricultural holdings.</p>

Identified mechanism/initiative	Municipality of Karditsa / Department of Agricultural production
Website	https://dimoskarditsas.gov.gr

<p>Short description</p>	<p>The Municipality of Karditsa is divided in 9 main divisions. One of them is the Programming, Informatics & Transparency Division which consists of 4 main departments. One of them is the department of Agricultural production which is mainly concerned with agricultural sector.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Among others, the department of Agricultural production:</p> <ul style="list-style-type: none"> ✓ Ensures the development, protection, assessment and monitoring of plant production. ✓ Promotes programs for setting up young farmers and ensures the link between agricultural production and tourism development. ✓ Cooperates with farmers and their cooperative organizations to investigate and highlight the technical and economic problems of agricultural holdings.

<p>Identified mechanism/initiative</p>	<p>Chamber of Commerce of Magnesia</p> 
<p>Website</p>	<p>www.cci-magnesia.gr</p>
<p>Short description</p>	<p>The Chamber has been associated with every important financial and business event in Magnesia via a large number of activities which aim at:</p> <ul style="list-style-type: none"> ✓ the effective operation as a public entity as far as financial, developmental and promotional issues are concerned regarding the companies. ✓ the effective service of its thousands of members on the basis of a modern conception for support and guidance.
<p>Offered services/products related to</p>	<p>Agricultural policy and development</p>

Agriculture/greenhouse industry	
Identified mechanism/initiative	Institute of Bio-Economy and Agri-Technology/Centre for Research & Technology-Hellas 
Website	http://ibo.certh.gr
Short description	The Institute of Bio-Economy and Agri-Technology (iBO), a research and technological development organization, is from 2013 one of the five Institutes of the Center for Research and Technology – Hellas (CERTH), oriented to the agri-technologies and bio-systems engineering scientific domains by integrating the existing scientific niches and research units orchestrated towards one scope.
Offered services/products related to Agriculture/greenhouse industry	Higher education and research

Identified mechanism/initiative	Institute of Industrial and forage crops, Department of Plant Protection at Volos
Website	http://ipsw.gr/en/
Short description	Department of Plant Protection at Volos is related to the Integrated Pest Management (insects, acari, diseases and weeds) in economically important crops. It includes studies on the biology and ecology of the pests populations as well as on methods of control with emphasis in the limited use of plant protection products (“as little as possible, as much as required”).

<p>Offered services/products related to Agriculture/greenhouse industry</p>	<ul style="list-style-type: none"> ✓ Development of Integrated Pest Management programs ✓ Integrated Resistance Management to insecticides in economically important insect-pests ✓ Dissemination of the research results in agriculturalists and farmers ✓ Participation in national and international research projects
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<p>Identified mechanism/initiative</p>	<p>Institute of Technology and Management of Agroecosystems</p>
<p>Website</p>	<p>http://itema.cereteth.gr/</p>
<p>Short description</p>	<p>Covers issues related to the modern pursuit of agricultural activity by environmental criteria, utilizing knowledge and technology for the production of quality and safe products of plant and animal production under conditions of environmental protection.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Development of sustainable agricultural production methods, systems, techniques and technologies for the production of quality, healthy, safe agricultural products with preservation of biodiversity, rational conservation of natural resources and energy saving. One of the biggest challenges of the Institute is to combine research achievements with the rural business fabric and to integrate new technologies and services into the production process.</p>

<p>Identified mechanism/initiative</p>	<p>AgriCluster - Cooperative Cluster for Agricultural Innovation</p> 
<p>Website</p>	<p>https://www.agricluster.gr/</p>

Short description	AgriCluster is an initiative of the TEI of Thessaly to establish a cluster in order to serve mainly organisations that are active in the field of agricultural production and innovation.
Offered services/products related to Agriculture/greenhouse industry	<ul style="list-style-type: none"> - Business missions with key actors of the sector, - Provision of support services for the elaboration of business plan, - Networking, - Pitching & Coaching services


Identified mechanism/initiative	Hellenic Ministry of Agriculture
Website	www.minagric.gr
Short description	The Ministry of Rural Development and Food works in collaboration with farmers and other stakeholders with a view to promoting sustainable agriculture, food safety and security, the viability of the sector and the prosperity of rural areas in Greece. The ever changing international environment affects our policy making and strategy for agriculture and rural development, taking into account the competitiveness of our products and the restructuring of the countryside. These driving forces, set the framework within which the Ministry of Rural Development and Food makes policies and systematically seeks to make the best possible use of all available financial tools.
Offered services/products related to Agriculture/greenhouse industry	Agricultural policy


Identified mechanism/initiative	Association of Industries in Thessaly and Central Greece
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	 <p>ΣΒΘΚΕ Σύνδεσμος Βιομηχανιών Θεσσαλίας και Κεντρικής Ελλάδος</p>
Website	http://sbtke.gr
Short description	The work of the Association is composed of a wide range of activities, including the monitoring, study, research and promotion of entrepreneurship issues, fostering a spirit of solidarity between businesses, working with public authorities and workers' organizations to strengthen the social dialogue, participation in national or international committees, councils, conferences, exhibitions and events, through which economic objectives are achieved, and contribute to the promotion of the general interests of the national economy.
Offered services/products related to Agriculture/greenhouse industry	Research and promotion of entrepreneurship issues

Identified mechanism/initiative	Municipality of Volos, Directorate of Local Development, Departments of Rural Development and Department of Fisheries
Website	http://dimosvolos.gr
Short description	<p>The Local Economic Development Directorate of Municipality of Volos, consists of the following four sections:</p> <ul style="list-style-type: none"> Department of Tourism Department of Commerce Department of Rural Development Department of Fisheries <p>The Local Economic Development Directorate is responsible for promoting the development and promotion of the Municipality, monitoring, licensing and supervision of commercial activities in the Municipality, consumer protection, plant protection and development,</p>


	animal production and fishing in the area of the Municipality,
Offered services/products related to Agriculture/greenhouse industry	The Local Economic Development Directorate supports the rural world to improve working methods and better organization of farms. The specific responsibilities of the Directorate within the framework of its mission are determined by the applicable provisions of the Laws, Orders and Ministerial Decisions.


Identified mechanism/initiative	Municipality of Lamia 
Website	http://www.lamia.gr
Short description	Local public authority of Lamia city and its peri-urban area
Offered services/products related to Agriculture/greenhouse industry	<ul style="list-style-type: none"> ✓ Gathering information by any means and familiarity with new technologies. ✓ Strengthen the scientific interest and research development in arts, history and culture of the region. ✓ Preserve and protect the cultural resources, of the region, through the use of digitized collections of high quality and precision (e.g. for researchers, scholars and historians).

Identified mechanism/initiative	Municipality of Rigas Feraios 
Website	http://rigas-feraios.gr/
Short description	Local public authority of Velestino city and its peri-urban area
Offered services/products related to Agriculture/greenhouse industry	<ul style="list-style-type: none"> ✓ Gathering information by any means and familiarity with new technologies ✓ Strengthen the scientific interest and research development in arts, history and culture of the region

	<p>✓ Preserve and protect the cultural resources, of the region, through the use of digitized collections of high quality and precision (e.g. for researchers, scholars and historians)</p>
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<p>Identified mechanism/ initiative</p>	<p>Operational Programme on Competitiveness, Entrepreneurship and Innovation under the new National Strategic Reference Framework (2004-2020)</p>
<p>Website</p>	<p>http://www.eyde-etak.gr</p>
<p>Short description</p>	<p>The “Competitiveness, Entrepreneurship and Innovation” (EPAnEK) Operational Programme is one of the five sectoral operational programmes of the Partnership and Cooperation Agreement (the new NSRF) for the period 2014-2020, which along with the 13 Regional Operational Programmes, were approved on 18/12/2014 by the European Commission.</p> <p>EPAnEK covers the whole of Greece and has a 4.916 billion Euros public expenditure budget (3.84 billion Union contributions). The pivotal strategic objective is to enhance the competitiveness and extroversion of enterprises, to facilitate transition to quality entrepreneurship with innovation and the growth of domestic added value as the cutting edge.</p> <p>The Operational Programme on Competitiveness, Entrepreneurship and Innovation under the new National Strategic Reference Framework (2014-2020) allocates 28.8 million EUR on the promotion of innovative technologies for environmental protection and resource efficiency in the areas of waste management, water management, soil contamination and air pollution.</p>
<p>Beneficiaries <i>(please provide a list of organizations that benefit from this policy, e.g. SMEs, farmers, rural population, industry)</i></p>	<ul style="list-style-type: none"> -Agro-SMEs -Farmers -Industry -Construction companies

Identified mechanism/ initiative	THESgi Cooperative 
Website	http://thesgi.gr
Short description	THESgi Cooperative was founded in 2013 by a group of farmers who were facing problems in agriculture. THESgi is comprised of 54 members with over 25.000 acres of cultivated land.
Offered services/products related to Agriculture/greenhouse industry	Among others, the Cooperative promotes codes of good agricultural practice but also techniques for producing and managing the various means of production with respect to the environment. The cooperative promotes synergies and collaborations between farmers for decreasing the production cost and improve the quality of the agricultural products.


Identified mechanism/ initiative	Gaia 
Website	https://www.c-gaia.gr/
Short description	It is a consortium of the productive sector, which is represented by 71 associations of agricultural sector and cooperative organizations / companies, with the technological and financial sector, creating the necessary conditions for the necessary shift that the Greek agricultural reality needs to take.
Offered services/products related to Agriculture/greenhouse industry	The online e-farm services www.c-gaia.gr facilitates the multi-level and multi-level participation of scientists, consultants, and other stakeholders in shaping and developing the services provided, thus giving the widest possible dimension to the desired rural intervention.

	<p>The training, certification and co-operation of producers, is achieved through the GAIA SOCIETY service class. In this service group, apart from the most comprehensive Greek encyclopaedia (GAIA Pedia), each producer can be trained and certified on issues of agricultural interest.</p> <p>The GAIA NET communication platform provides networking and exchange views and advices on agricultural matters, to get in direct contact with producers, agronomists, and with the educational and research institutes of the field.</p> <p>The financial and accounting monitoring of farms is fully covered by the digital services of the GAIA MANAGEMENT category. Services such as business plans, feasibility studies, financial analysis, cash flow planning, business resource management, income-cost assistance and VAT refunds provide each farmer with the business plan to plan the economic efficiency of his production.</p> <p>Finally, via e-commerce services, GAIA Commerce, and subsidy services, GAIA SUBSIDY, allows the producer to promote his product and receive the maximum subsidy. Services such as the basket of local agricultural products, contract farming, auction of agricultural goods, production certification, optimal subsidy scenarios, development scenarios, etc., give a picture to the Greek producer of alternative revenue channels. Access to the services of GAIA BUSINESS is the cornerstone of the whole project.</p>
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<p>Identified mechanism/ initiative</p>	<p>General Secretariat for Research and Technology (GSRT)</p>
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<p>Website</p>	<p>http://www.gsrt.gr/</p>
<p>Short description</p>	<p>The General Secretariat for Research and Technology (GSRT) is a modern public service assigned with the task of defining, as well as coordinating the implementation of, the national policy for Research, Technological Development and Innovation. It supports the activities of research and industry bodies through competitive research programmes highlighting economic performance and a socially fair allocation of outcomes. Furthermore, it supervises research and technology bodies, which provide local communities with the skills necessary for producing knowledge and boosting innovation. GSRT actively follows EU and international developments in the field of RDI and represents the country to the EU and International Organizations within its competence.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>The GSRT mandate consists in:</p> <ul style="list-style-type: none"> ✓ Defining and promoting a comprehensive strategy for research, technology and innovation; ✓ Fully exploiting the highly-qualified research staff to boost economic growth, generate new employment and reverse the current trend of expert Greek scientists migrating abroad; ✓ Transferring and facilitating the uptake of innovative technologies by the country's industry, through targeted use of research outcomes; ✓ Supporting initiatives to raise awareness among Greek people in the fields of Research and Technology; ✓ Supervising and funding Research and Technology Bodies across the country;

	<ul style="list-style-type: none"> ✓ Promoting international S&T cooperation with EU and third countries and making best use of the opportunities to participate in relevant EU, bilateral and international initiatives. ✓ Evaluating the outcomes of research & innovation projects, with a view to adjusting research policy on an ongoing basis.
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Identified mechanism/ initiative	The Green Fund 
Website	http://www.prasinotameio.gr
Short description	The aim of the Green Fund is to strengthen development through environmental protection through the management, financial, technical and financial support of programs, measures, interventions and actions aimed at promoting and restoring the environment, supporting the country's environmental policy and servicing of public and social interest through the administration, management and exploitation of resources.
Offered services/products related to Agriculture/greenhouse industry	The Green Fund may finance programs developed by the Ministry of Environment and Energy and other ministries and their supervised organizations, decentralized general administrations, local authorities, legal entities of the wider public sector as defined by the provisions of Article 1 of Law 1256/1982, and associations or other associations of legal and natural persons, which, according to their statutory purposes, aim at the protection, upgrading and restoration of the environment.

N/B: The Region of Thessaly is not in the list with the identified mechanisms due to the fact that the authority is already a project partner

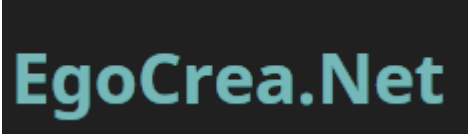
2.2 Italy


The Quadruple Helix is an innovation and collaboration model with a citizen/end-user perspective. It is useful in an innovation process where the citizens' needs are central, as for example in health care and public e-services. When creating an innovation, there is often a lack of involvement of the citizens and end-users.

Sometimes at national and regional a Triple Helix model is used, which is an innovation and collaboration model that describes the interaction between public sector, academia and industry. In the Triple Helix model, citizens/end-users are left to the role of passive recipients, consumers or end-users who assimilate the products and services developed. Using the Quadruple Helix and involving the citizens in the development of an innovation can lead to more successful, user-oriented innovations. The end users will be more likely to accept and use the innovation. It will also have a greater social benefit at a lower cost and improve empowerment of the citizens, who will increasingly experience trust towards the innovators and become an active part of the innovation system.

The Quadruple Helix involves representatives from all members of society; public authorities, industry, academia and citizens. Public authorities can be government and regional development agencies and policy makers, as well as formal health care providers in some countries (as in Sweden and Norway). Industry can consist of businesses, for example private health care providers, and business clusters. Academia can for example be universities or research & development bodies.


At national and regional level, different mechanisms and initiatives are present that contribute in synergies/collaborations of 4helix actors to promote eco-innovation in agricultural/greenhouse sector. The mechanism involves different actors, such as Chambers, Farmer's Network, Agricultural Associations, NGOs, Agricultural Clusters, Regional Stakeholders Group, Development agencies, Business Support Organizations, Local, Regional, National authorities related to Rural Development, Institutions, Regional Innovation Council, Business Incubator.

<p>Identified mechanism/initiative</p>	<p>Egocreanet</p> 
<p>Website:</p>	<p>www.egocrea.net/</p>
<p>Short description</p>	<p>In the recent activity of EGOCREANET (c / o Incubator of the University of Florence) the aggregation of an Operational Group of European Partnership (PEI-AGRI) began to develop the "SERRE-NUTRACEUTICHE" HIGH TECH project, aimed at improving the quality of the products and to increase the effectiveness and efficiency of food production processes with high nutraceutical quality.</p> <p>The Nutraceutical Serre are developed in the field of technological innovation of the protected food greenhouses. The project aims to develop eco-sustainable circular economy farming techniques, with low environmental impact and easily adaptable to increasingly unfavorable physical and climatic conditions.</p> <p>Collaborate as a partner: University of Florence, University of Pisa, CNR Florence, Tuscan Food Quality</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Offered services/products in the field of technological innovation of the protected food greenhouses</p>


<p>Identified mechanism/initiative</p>	<p>Liguria Region</p> 
<p>Website:</p>	<p>https://www.regione.liguria.it/</p>
<p>Short description</p>	<p>SAM-LAB is the first research laboratory dedicated to precision agriculture for the testing of innovative methodologies and technologies for monitoring, control and increase of energy efficiency in agro-manufacturing processes in protected crops.</p> <p>The partners are: Erdes.r.l.; University of Genoa - Department of Computer Science, Bioengineering, Robotics and Systems Engineering (DIBRIS); University of Genoa - Department of Mechanical, Energy, Management and Transportation Engineering (DIME); BDC s.r.l.; Center of Experimentation and Agricultural Assistance (CeRSAA).</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Offered services/products related to 1. models of interest for optimized planning and use of the most appropriate technologies for the energy and economic savings of plants and facilities; 2. create a service for experimentation and demonstration of technologies, in order to improve energy efficiency for greenhouse crops and manufacturing processes; 3. integrate materials and plants for the sustainable production of plant nursery products; 4. define the profit possibilities of production / process / climate models;</p>

<p>Identified mechanism/initiative</p>	<p>Veneto Agricoltura</p> 
<p>Website</p>	<p>www.venetoagricoltura.org</p>


Short description	Veneto Agricoltura, Veneto Agency for innovation in the primary sector, is an instrumental body of the Region of Veneto, which supports the Regional Council in the field of policies for the agricultural sector, agri-food, forestry and fisheries. He deals with applied research and experimentation aimed at testing and dissemination of technological and organizational innovations aimed at improving the competitiveness of companies and supply chains productive, environmental sustainability, in the agricultural, agri-food, forestry and fisheries sectors.
Offered services/products related to Agriculture/greenhouse industry	services/products related to Agriculture/greenhouse industry, among the institutional tasks entrusted to Veneto Agricoltura, research and experimentation play a predominant role in order to provide innovation in the agricultural, forestry and agri-food sectors of Veneto.

Identified mechanism/initiative	<p>CAT.AL High Technology Agrifood Lombardy Cluster</p> 
Website	www.clusteragrofoodlombardia.eu/index.php?lang=it
Short description	The Cluster CAT.AL association is an aggregation of Lombard companies, universities and research centers that collaborate to increase and improve technological development and innovations in the agri-food sector. Through this synergy, a network of relationships and shared knowledge is created and strengthened to foster sustainable and forward-looking economic growth. The Cluster promotes the unions and collaborations between specialized companies at all levels of agri-food and agro-industrial chain. Furthermore, CAT.AL and its associates work together to strengthen territorial

	companies in order to dialogue and expand at national and European level.
Offered services/products related to Agriculture/greenhouse industry	<p>CAT.AL is the cluster recognized by the Lombardy Region to define the research and innovation objectives of the agri-food sector. For this reason, the members of CAT.AL are adequately represented when the guidelines for innovation in the sector are drawn up and in the drafting of the call for tenders.</p> <p>By enhancing the companies in the territory through technological innovation services, CAT.AL intends to contribute to making the member companies more competitive and attractive both at local and international level</p>


Identified mechanism/initiative	<p>CL.A.N.</p> 
Website	https://www.clusteragrifood.it/en/
Short description	<p>National Technology Agrifood Cluster CL.A.N. is a multi-stakeholder network of the key national players of the entire agrifood chain - a partnership of companies, research centers and institutions set up to promote sustainable economic growth, based on research and innovation in the industry and acting as partner for Italian and European Institutions.</p> <p>National Technology Clusters have been promoted with the aim of generating permanent dialogue platforms between public research and companies in line with the priorities of "Horizon 2020". They are an important intermediate infrastructure to favor cooperation between private and public research on innovation and technological development, rebuild national policies in strategic areas and favor the intelligent specialization of areas.</p>


<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Increasing and promoting the competitiveness of the agrifood supply chain through the stimulation of innovation, the enhancement of the results of scientific research and the collaboration between research bodies, enterprises, institutions and public administration.</p>
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<p>Identified mechanism/initiative</p>	<p>Agri-food Marche</p> 
<p>Website</p>	<p>www.agrifoodmarche.it/en/home</p>
<p>Short presentation</p>	<p>The CLAM Agrifood Marche CLAM Association is an aggregation composed of the four Marche Universities (UNIVPM, UNICAM, UNIURB, UNIMC), Research Institutes, companies that are linked to the agricultural, food and fisheries sectors, trade associations and service companies which work together to meet the needs of innovation throughout the entire agri-food chain of the Marche region. The aim is to increase the competitiveness of the regional agri-food sector through cooperation and knowledge transfer among the various actors involved in the chain, combining innovation and tradition.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Offered services to promote innovation and increase profitability both in the agricultural and in the entire agri-food chain. Develop innovative ideas and strategies through dialogue with affiliated companies, making them attractive to regional, national and European projects devoted to innovation both in agriculture and agro-food.</p>


2.3 France

SEMIDE has identified the existing mechanisms and initiatives through regional and national organisations that contribute in synergies/collaborations of 4helix actors and could promote eco-innovation in agricultural/greenhouse sector.

Identified mechanism / initiative	Regional chamber of agriculture (PACA) + Chambers of agriculture (provincial level)  aGRICULTURES & TERRITOIRES CHAMBRES D'AGRICULTURE
website	https://paca.chambres-agriculture.fr/
Short description	Regional and local chambers of agriculture their role is to develop the agricultural sector and to create collaboration between the different actors (researchers, farmers, policy makers)
Offered services/products related to Agriculture/greenhouse industry	- Organization of regional trade shows - Advices, capacity building for its members - Improving the economic, social and environmental performance of farms and their sectors.
Area of Action	Regional and local level


Identified mechanism / initiative	Pole terralia  terralia RÉSEAU D'INNOVATION ET DE CROISSANCE
website	https://www.pole-terralia.com/fr/
Short description	Support innovation and business growth in Provence-Alpes-Cote d'Azur, Auvergne Rhône-Alpes and Languedoc-Roussillon .



Offered services/products related to Agriculture/greenhouse industry	- Organization of working groups and events on Greenhouses thematic
Area of Action	Regional Level

Identified mechanism / initiative	Neayi 
website	https://neayi.com/fr/
Short description	Neayi is a web platform that brings together farmers and experts, to enable them to evaluate the relevance of a practice before implementing it.
Offered services/products related to Agriculture/greenhouse industry	- Platform for the exchange of information between actors
Area of Action	National Level


Identified mechanism / initiative	Terre de liens 
website	www.terredeliens.org
Short description	was created in 2003 from the convergence of several movements linking popular education, organic and biodynamic agriculture, ethical

	finance, solidarity economy and rural development.
Offered services/products related to Agriculture/greenhouse industry	Terres de liens activities: - Land protection: buying lands in critical situation and renting them back to farmers - helping farmers in installation
Area of Action	National Level


Identified mechanism / initiative	Ministry of Agriculture and Food  <hr/> MINISTÈRE DE L'AGRICULTURE ET DE L'ALIMENTATION
website	https://agriculture.gouv.fr/
Short description	The Ministry of Agriculture, Agrifood, and Forestry (French: Ministère de l'agriculture, de l'agroalimentaire et de la forêt) of France is the governmental body charged with regulation and policy for agriculture, food, and forestry.
Offered services/products related to Agriculture/greenhouse industry	- National Ecological Transition Strategy for Sustainable Development - Sector Strategies 2025 - towards a competitive agriculture at the service of people
Area of Action	National Level

<p>Name of the actor (include its logo wherever is available)</p>	<p>Regional Direction of Food, Agriculture and Forest of the PACA</p>  <p>Liberté • Égalité • Fraternité RÉPUBLIQUE FRANÇAISE</p>  <p>Direction régionale de l'alimentation, de l'agriculture et de la forêt</p>
<p>Website</p>	<p>Website: http://draaf.paca.agriculture.gouv.fr</p>
<p>Short presentation</p>	<p>A regional directorate for food, agriculture and forestry (DRAAF) oversees the policies of the Ministry of Agriculture and Food in the Provence-Alpes-Côte d'Azur region and adapts its organization to new challenges of the society. Under the authority of the Regional Prefect,</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>DRAAF ensures:</p> <ul style="list-style-type: none"> • Regional implementation of the policies of the Ministry of Agriculture and Food (MAA), • The harmonization and coordination of the actions carried out by the departmental


Abc

<p>Identified mechanism / initiative</p>	<p>Agglomeration communities</p> 
<p>website</p>	<p>https://www.paysdegrasse.fr/</p>
<p>Short description</p>	<p>An agglomeration community (French: communauté d'agglomération) is a government</p>


	<p>structure in France, created by the Chevènement Law of 1999. It is one of four forms of intercommunality, less integrated than a métropole or a communauté urbaine but more integrated than a communauté de communes. Agglomeration communities consist of a commune of at least 15,000 inhabitants (or a prefecture with less than 15,000 inhabitants) and its independent suburbs.</p> <p>The agglomeration community of the Pays de Grasse is a French agglomeration community, located in the Alpes-Maritimes department, Provence-Alpes-Côte d'Azur region, which was created on 1 January 2014. It comes from the merger between the Azur Provence Pole, the community of communes of the terres de Siagne and the community of communes of the Monts d'Azur.</p>
Offered services/products related to Agriculture/greenhouse industry	<ul style="list-style-type: none"> - Financing initiatives at the local level - Facilitating the relation between farmers and owners
Area of Action	Local level


Identified mechanism / initiative	<p>Région du SUD (PACA)</p> 
website	https://www.maregionsud.fr/contactez-la-region.html
Short description	Decentralized territorial authority acting on the regional territory
Offered services/products related to	<ul style="list-style-type: none"> - Regional Innovation Strategy 2014-2020 of PACA region - Regional strategy for agriculture

Agriculture/greenhouse industry	- Regional Innovation Fund (RIF)
Area of Action	Regional level


Identified mechanism / initiative	Initiative Terres d'Azur 
website	http://www.initiative-terres-dazur.com/
Short description	Initiative Terres d'Azur is the new name of the Center for the Promotion of Enterprises (CPE), an association created in 1998. L'initiative terres d'azur is a business promotion Center.
Offered services/products related to Agriculture/greenhouse industry	Initiative Terres d'Azur provides several financial aids for project leaders
Area of Action	Regional

2.4 Spain

Identified mechanism / initiative	Farmer's Network ASAJA MURCIA 
website	http://www.asajamurcia.com/
Short description	ASAJA, created on July 14, 1989, constituting the largest professional agricultural organization in Spain with more than 200,000 members working directly on farms, both owners and tenants, such as the members of the families that collaborate in the exploitation activities. ASAJA MURCIA is the branch of ASAJA in the Region of Murcia.
Offered services/products related to Agriculture/greenhouse industry	It is constituted for the representation, management, defense and promotion of the professional interests of the agricultural sector in general and of its member organizations with full legal personality and subject to strictly democratic principles.
Area of Action	National level.

Identified mechanism / initiative	Agricultural Association COEXPHAL 
website	https://www.coexphal.es/
Short description	COEXPHAL stands for Association of Fruit and Vegetable Producers' Organizations of Almeria, groups 83 fruit and vegetable companies and represents 70% in exportation and 65% in fruit and vegetable production, as well as 67% in ornamental production. In the 2015/2016

	<p>campaign, our associated companies have sold a total volume of 2,251,176 tons of 9,300 farmers who grow their production on 23,100 hectares. In turn, these farmers provide work to about 40,000 people from more than 150 different nationalities.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Since its inception, COEXPHAL has led the main changes that have taken place in the fruit and vegetable sector of Almeria: improvements in marketing channels, search for new market opportunities, implementation of biological control, etc., aiming to promote a continued and sustainable development of the agricultural sector in the province, betting on the quality of our products, respect for our environment and people; satisfying both the needs of its members through a wide range of services of great value and at a very advantageous cost for them.</p> <p>Nowadays COEXPHAL is the provincial association that has a majority representation of the agrarian producer sector, both in surface and production, joining the sector in a single direction and vigorously defending its interests before different public organisms of local, national and European level.</p>
<p>Area of Action</p>	<p>Regional level.</p>


<p>Identified mechanism / initiative</p>	<p>The Federation of Agricultural Cooperatives of Murcia (FECOAM)</p> <div style="text-align: center;">  <p>FEDERACIÓN DE COOPERATIVAS AGRARIAS DE MURCIA</p> </div>
<p>website</p>	<p>http://www.fecoam.es/</p>

<p>Short description</p>	<p>The Federation of Agricultural Cooperatives of Murcia (FECOAM), incorporated on August 29, 1985, groups within it to 78 entities agricultural marketing in the Region of Murcia, which in turn associated with about twenty thousand farmers.</p> <p>Statutes are governed by the Regional Cooperative Law, covering its objectives and actions these parameters: Representation, Arbitration, information and advice, Participation, Training and Promotion of Agricultural Cooperatives.</p> <p>It is representing associate members in accordance with their statutes with all regional organizations and by adhering to Cooperative Agro-Food of Spain (CAE), before national and community organizations that belong it to the General Committee for Agricultural Cooperation Union European (COGECA).</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Organizes counseling services for its partners, as well as audit, legal and technical assistance as may be convenient to the general interests of its partners, trying to reduce costs and service quality.</p> <p>Negotiates cooperation agreements of general interest to its partners with Financial Institutions and businesses of all kinds related to the sector. Promote and training program for all cooperative levels, including recycling templates and their associated unemployed for later offer the same entities. It also encourages and participates in I+D+I.</p>

	Promotes and disseminates agricultural cooperatives through training and communication activities.
Area of Action	Regional level.

Identified mechanism / initiative	<p style="text-align: center;">PROEXPORT</p>  <p style="text-align: center;"><i>Hortalizas y Frutas de Murcia, España</i></p>
website	http://www.proexport.es/
Short description	<p>In PROEXPORT, the Association of Producers-Exporters of Fruits and Vegetables in the Region of Murcia, defend the interests of the sector and fighting since 1975 to get the best results for our partners.</p> <p>Proexport companies are leaders in a sector that moves 20% of national exports of fruits and vegetables.</p> <p>They are a benchmark in quality and food safety, technological development, internationalization and CSR.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>PROEXPORT partners directly employ more than 28,000 workers, selling nearly a million tons of various fruits and vegetables. In addition, they concentrate more than 70% of total regional production and export of these products, directly boosting the regional economy.</p> <p>They also provide legal, financial and labor advice. They report the variations that occur in the legal framework of the sector both at national and community level and negotiating with union representatives collective agreements that affect it, implement the self-regulation measures necessary to achieve recovery in the</p>


	prices of products in foreign markets and apply a quality management and production discipline.
Area of Action	Regional level.

Identified mechanism / initiative	Union of Small Farmers and Ranchers (UPA) 
website	https://www.upa.es/upa/inicio/
Short description	<p>The Union of Small Farmers and Cattle Ranchers (UPA) is the professional organization that groups, represents and defends the interests of professionals in agriculture and livestock in Spain. UPA is the organization that brings together the majority of the agricultural sector: family farms whose owners are small and medium farmers and ranchers.</p> <p>UPA is integrated into the structure of self-employed workers of the General Union of Workers (UGT). The Union of Small Farmers and Cattle Ranchers has more than 80,000 members throughout Spain: professional farmers and ranchers in all sectors and in all the autonomous communities.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>In the different autonomous communities, UPA is part of the Agricultural Chambers and defends the future of farmers and ranchers with solidarity criteria. At the sector level, UPA participates in all interprofessional organizations, sector platforms, etc.</p>


	UPA also has an office in Brussels, since the timely monitoring of the Common Agricultural Policy (CAP) of the European Union; and has representation in the EU Advisory Committees, as well as in COPA and the European ESC.
Area of Action	International level.

Identified mechanism / initiative	<p>Agronomists Without Borders (ASF)</p>  <p>Agrónomos Sin Fronteras</p>
website	https://agronomossinfronteras.org/
Short description	<p>The Foundation Agronomists Without Borders is an NGO, with its headquarters in Madrid. It was created in 2004 by agronomy professionals whose objective is the implementation of sustainable long-term development cooperation projects.</p> <p>Their projects are based in Iringa, southern Tanzania, where they have been working since their creation 14 years ago and where they have three agricultural training centres (the Pawaga programme, the Ihanzutwa programme and the Kilolo programme), a 269 member cooperative and the local entity office in the city of Iringa.</p>
Offered services/products related to Agriculture/greenhouse industry	The Foundation bases its values on the conviction that international cooperation in relation to agriculture and livestock should include a significant share of agricultural training as a way to end subsistence agriculture and

	<p>empower through specialized formalization that will lead to progress</p> <p>Farmers and farmers activities are monitored at the field level, once they have received training, and from other interested peasants by organizing on-site seminars and facilitating the promotion of communities.</p> <p>Agronomists Without Borders promote agrarian associationism, supporting the construction of groups of farmers and promoting agricultural cooperatives capable of taking charge of the future of each project.</p>
Area of Action	Regional level.


Identified mechanism / initiative	<p>FEMAC</p>  <p>FEMAC</p>
website	http://www.femac.org
Short description	<p>FEMAC was created with the objective of promoting cooperation among its members in innovation projects for sustainable agriculture. Each of its members corresponds to a part of the value chain of the agricultural production means sector, and its philosophy is to promote and promote all the necessary experience that the promoters of these technological services need to carry their products and research with good results towards the market.</p>
Offered services/products related to	FEMAC and the Cluster of the Means of Production in Catalonia assume the challenge of contributing to a global and more sustainable

<p>Agriculture/greenhouse industry</p>	<p>agriculture, creating a more competitive environment and future for the companies and institutions that make up the cluster, through Innovation, Internationalization and Cooperation.</p> <p>After more than a decade, FEMAC has decided to integrate an intelligent strategy of Specialization in the Cluster to better respond to the complex challenges of agricultural development through the rejuvenation of the sector of agricultural production means, the modernization through the adoption and dissemination of new technologies and the development of new economic activities through radical innovations of change and technological advancement.</p>
<p>Area of Action</p>	<p>Regional level.</p>

<p>Identified mechanism / initiative</p>	<p>FECAMUR</p> 
<p>website</p>	
<p>Short description</p>	<p>FECAMUR is a federation of cooperative AGRIFOOD companies in the Region of Murcia that, since 1995, provides advisory services and representation to thirty associated cooperatives.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Its representative activity and the scope of its services range from the training and advice of its integrated cooperatives and their partners, to innovation and technology transfer and</p>



	<p>experimentation in the field of agricultural production, with a very special attention for organic production. Without forgetting an outstanding interest in the aspects related to the social economy, quality, excellence, the environment, sustainable management, agricultural activity in natural areas, quality in employment in the agricultural and agri-food sector; as well as everything related, directly or indirectly, to the socioeconomic context of the rural territory, in which their associated cooperatives and their associates and their employees develop their family and professional activity.</p>
Area of Action	Regional level.

Identified mechanism / initiative	Office for agrarian innovation in Murcia
website	https://agrinnova.es/
Short description	The office act as an agent of public innovation, providing technical support to the management authority in implementation tasks of sub-measure 16.1, including promotion and dissemination of projects and results generated under it.
Offered services/products related to Agriculture/greenhouse industry	It trains and informs innovation agents with functions of dynamisation and support for the generation of consortia and the preparation of proposals that lead to operational groups and innovation projects.
Area of Action	Regional level.


Identified mechanism / initiative	<p style="text-align: center;">COAG Almería</p> 
website	http://www.coagalmeria.com/
Short description	<p>COAG Almería was created in 1977 and stands as the first professional organization in the province that has the majority support of Almería producers.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>The purpose of the Agrarian Organization is to defend and promote the economic, social and professional interests of the farmers of Almería, as well as to provide its members with technical services and specialized advice for the proper exercise of their agricultural activity.</p> <p>The Agrarian Organization works to establish collaboration mechanisms with different organizations and administrations linked to the social, labor, agricultural and livestock sectors through the signing of agreements and collaboration. Also they take care of being an active part as a permanent interlocutor with the Ministry of Agriculture and the Environment, and the Ministry of Agriculture.</p>
Area of Action	<p>Local and regional level.</p>

Identified mechanism / initiative	The Regional Ministry of Water, Agriculture, Livestock and Fisheries (Region of Murcia)
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website	https://www.carm.es/
Short description	The regional Ministry of Water, Agriculture, Livestock and Fisheries is the Department of the Autonomous Community of the Region of Murcia.
Offered services/products related to Agriculture/greenhouse industry	It is responsible for the proposal, development and implementation of the general guidelines of the Governing Council in the following areas: water, agriculture, agri-food industry, rural development, livestock, fishing in inland waters and aquaculture, as well as those that the current regulations attribute to it as an authorized body for the payment of expenses corresponding to the Common Agricultural Policy (Paying Agency); and the development and implementation of the Common Fisheries Policy and payments of the European Maritime and Fisheries Fund (EMFF).
Area of Action	Regional level.

Identified mechanism / initiative	<p style="text-align: center;">CEBAS-CSIC</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>CEBAS CENTRO DE EDAFOLOGÍA Y BIOLOGÍA APLICADA DEL SEGURA</p> </div> <div style="text-align: center;">  <p>CSIC CONSEJO SUPERIOR DE INVESTIGACIONES CIENTÍFICAS</p> </div> </div>
website	http://www.cebas.csic.es/
Short description	CEBAS is a multidisciplinary centre with three different areas of investigation (Agricultural Sciences, Food Science and Technology and Natural Resources), each of which operates separately but within a common context (CEBAS).


<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>The aim of CEBAS-CSIS is to generate through investigation necessary knowledge which make possible the development of strategies to achieve the sustainability of the scant resources which exist / existing in semiarid areas, through their correct management and making possible the development of quality agriculture and obtaining healthy and safe vegetable food. The increase of the generated knowledge will make possible to contribute to taking decisions regarding the necessary rules to implement actions and policies in this regard. Besides, the research carried out will help to face very important problems such as water scarcity.</p>
<p>Area of Action</p>	<p>Regional level.</p>

<p>Identified mechanism / initiative</p>	<p>IMIDA</p> 
<p>website</p>	<p>https://www.imida.es/</p>
<p>Short description</p>	<p>IMIDA is a public research body, provided autonomous body which aims priority attention to the needs of research that requires the agricultural sector of the Region of Murcia.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>IMIDA offers several services, including the following:</p> <p>It has an oenological station, founded in 1911, which is a laboratory that serves the wine sector for quality control of grapes and wines.</p>


	<p>The “Sanitary Certification of the Vine” is a service that IMIDA carries out as a result of the Agreement signed by this Center with the Ministry of Agriculture, Food and Environment.</p> <p>The various research projects developed at IMIDA have generated a significant amount of plant material (input) for reproduction and conservation, which is managed through a germplasm bank (BAGERIM). It is a very dynamic bank, with continuous incorporation and exit of entries of the species or varieties that are being worked on at all times.</p>
Area of Action	Regional level.

Identified mechanism / initiative	<p>Institute for Sustainable Agriculture (IAS)</p> 
website	https://www.ias.csic.es/
Short description	<p>The Institute for Sustainable Agriculture (IAS) was established in 1992 as a unique research center within the CSIC mission in agricultural research.</p> <p>More than 25 years since its founding, the thrust of the IAS, focuses on such objectives as undertaking strategic analyses of resources to improve the sustainability of agriculture; investigating and comparing options for exploiting these resources sustainably and</p>


	economically; and optimizing resource use while minimizing environmental degradation.
Offered services/products related to Agriculture/greenhouse industry	Its specific focus is the study of agricultural systems in Andalusia, such as dryland and irrigated herbaceous crops and olive orchards, in order to harmonize food production with conservation of natural resources and environmental protection. This was the mission statement presented by the IAS and endorsed by the CSIC at the time of its establishment, when conducting research oriented towards the economic and social needs of the region was identified as a major goal.
Area of Action	Regional level.

Identified mechanism / initiative	<p style="text-align: center;"><u>RICHWATER</u></p> 
website	https://richwater.eu/es/
Short description	The RichWater project is an initiative funded by the European Union within the framework of the "Fast Track to Innovation" program (Horizon 2020), whose main objective is to help technology companies to market their innovative solutions and achieve a successful market entry.
Offered services/products related to Agriculture/greenhouse industry	The aim of Richwater is to serve as a "living lab" to be an experimental platform equipped with a modern technology of water regeneration, with research modules for cultivation in artificial substrate and soil, greenhouse, indoor and

	outdoor plots free, climatic station, sensors of continuous water recording in substrate and plant, collection of drainages, equipment for measuring photosynthesis and water potentials, etc.
Area of Action	International level.


Identified mechanism / initiative	<p>KUDAM</p> 
website	https://www.kudam.com/
Short description	<p>KUDAM is constituted in the year 1.991, with the basic idea of being an Agricultural Laboratory located in the Campo de Cartagena, although in its zone of influence it extends to the provinces of Alicante and Murcia. Chemical-agricultural analyzes were offered such as: water, foliar, soil and fertilizers, as well as a sample collection service. With the analytical results (numerical data and levels) an explanatory agronomic report was presented with a series of recommendations to follow.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>In the chromatography department of the KUDAM Laboratory, pesticide residue tests are carried out in order to verify that the amount of these compounds does not exceed the Maximum Residue Limit (MRL) in products intended for human and animal consumption.</p>


	<p>In the area of chemistry, the laboratory also performs micro and macronutrient analysis in foliar, a tool that allows to know the state of plants to diagnose deficiencies or excess nutrients. In addition, drinking, containing and residual waters are analyzed and fertility and salinity studies are carried out, as well as other research in the area of microbiology.</p>
Area of Action	Regional level.

Identified mechanism / initiative	<p>LABORATORIOS INDALAB:</p> 
website	https://www.laboratoriosindalab.com/
Short description	<p>LABORATORIOS INDALAB S.L. is a company specialized in the food and agriculture sector. Founded in 2003, it has been able to position itself in the market thanks to the excellent quality of the service provided to its customers.</p> <p>Their distinctive signs are the closeness to customers, offering quick and personalized solutions and, above all, the quality of their services.</p>
Offered services/products related to Agriculture/greenhouse industry	They carry out all kinds of physicochemical and microbiological analyzes in the food, environmental and agricultural areas, and they specialize in the preparation of documentation


	and training courses. They achieve the improvement of the quality and food safety of the products that are delivered to consumers thanks to effective coordination with their clients.
Area of Action	Regional level.


2.5 Albania

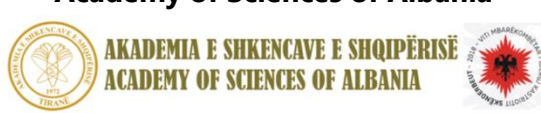
Identified initiative	mechanism /		The Agricultural University of Tirana
website	http://ubt.edu.al		
Short description	A unique center for undergraduate and graduate studies, scientific research, training and extension in the area of agriculture and food (Agronomy, Horticulture and Plant Protection, Agribusiness, Economy and Agrarian Policy, Agro-Environment and Ecology, Agro-food Technology, Animal Husbandry and Business, Aquaculture)		
Offered services/products related to Agriculture/greenhouse industry	Scientific research in the field of agriculture / greenhouses Training and consultations Development of innovative technologies and methods		

Identified initiative	mechanism /		Council of Albanian Agro-businesses
website	http://www.kash.org.al		
Short description	National private organization in support of farmers and greenhouse owners that aim to		


	provide a wide range of services to deal with the challenges they face.
Offered services/products related to Agriculture/greenhouse industry	The council provides support to farmers organizing training activities and providing counseling. It plays an important role in the identification of key financial opportunities and funding schemes. It also provides a common ground for encouraging collaboration between farmers and greenhouses owners.
Area of action	National territory

Identified initiative	mechanism /  University of Tirana Faculty of Natural Sciences Department of Biotechnology
website	http://www.fshn.edu.al
Short description	The Department of Biotechnology at the Faculty of Natural Sciences is focused in state of the art research in the fields of Biotechnology, Molecular, Biophysics, Mutagenesis, Plant Physiology, Microbiology, Cytology and Histology, Laboratory of In vitro Cultures
Offered services/products related to Agriculture/greenhouse industry	One of the main concern of the Faculty is to <ul style="list-style-type: none"> ✓ identify biotechnology developments in the national territory and beyond; ✓ integrating local capacities in the field of biotechnology; ✓ creating new collaborations with local and foreign institutions in the framework of research projects, teaching, and industry applications. <p>The Department of Biotechnology at the Faculty of Natural Sciences provides valuable scientific research in the field of agriculture and greenhouses</p>


Area of action	National territory
Identified initiative	mechanism / University Fan S. Noli, Korça Faculty of Agriculture 
website	http://www.unkorce.edu.al/
Short description	The Faculty of Agriculture has prepared specialists in different fields of general agronomy; such as agronomy engineers in agro-nutrition and horticulture specialties, agronomy engineers in horticulture and agro-business economy specialists.
Offered services/products related to Agriculture/greenhouse industry	By responding to the needs of the production technology of industrial plants, fruit and vegetable processing, livestock production, implementing of agriculture machinery, important attention is paid to management and marketing of these products. The Faculty of Agriculture in University Fan Noli is an important research oriented public institution whose objective is to provide state of the art research while focusing on addressing practical problems.
Area of action	National territory


Identified initiative	mechanism / Academy of Sciences of Albania 
website	http://www.akad.gov.al
Short description	The Academy has been founded in 1972 and it is the most important scientific institution of Albania. It is composed by two sections: social Sciences and Albanological Section, Natural and Technical Sciences Section.


Offered services/products related to Agriculture/greenhouse industry	The Academy plays an important role in implementing projects of technological and innovation development and publishing research projects. The academy organizes seminars and conferences on relevant topics related to agricultural innovation.
Area of action	National territory

Identified initiative	Tirana Regional Development Agency  TIRANA REGIONAL DEVELOPMENT AGENCY
website	http://rdatirana.al/
Short description	The strategy of the Tirana RDA has been exclusively targeted at providing business support services for existing and newly SME-s. The RDA's strategy aims to provide a wide range of services in organizational development and leadership to NGO-s, government, individuals etc. To achieve its aim, Tirana RDA Foundation works with a variety of sectors in identifying areas for co-operation and support, identifying partners with similar vision/goals/role to actively promote the economic development of the Tirana region, identifying areas for co-operation and support within Local Government.
Offered services/products related to Agriculture/greenhouse industry	The agency has been created with the aim: <ul style="list-style-type: none"> ✓ To develop its capacity as a leading center in its region through providing training's, counseling services and information to business community, NGO-s, government etc. ✓ To provide a decentralized information service on community and national policies and their indications for new and existing enterprises. ✓ To advise and support companies and NGO-s in their approach with a view to participating in community program's or activities or to resolve difficulties in


	<p>implementing community and Albanian measures and directives.</p> <ul style="list-style-type: none"> ✓ To create a network of partners enabling the exchange of information on national and regional legal and regulatory provisions, and their implementation procedure which are of direct interest to social economic development of Albania. ✓ To strengthen the role of NGO-s in a developing democratic society.
Area of action	Tirana

Identified initiative	mechanism / 
website	http://www.seda.org.al/home/4584615865
Short description	<p>The agency has been funded with to aim to improve and build public & private partnership at International, national and local level through:</p> <ul style="list-style-type: none"> ✓ capacity building activities at local and national level to face the challenge of decentralization the challenges of Integration of Albania into Europe; ✓ Incitement of privatization reforms in utility sector (energy, water, infrastructure, road, telecommunications and environment) to foster entrepreneurship and to significantly improve the infrastructure and utilities targeting to roads, energy and water.
Offered services/products related to Agriculture/greenhouse industry	<p>The agency has already implemented many projects with the support of the European Funds and its main fields of actions are the environmental protection and the privatization of the energy market, policy reforms at national and local level and the foreign direct investment promotion and consulting.</p>


Area of action	The agency is based in Tirana.
Identified initiative	<p>mechanism /</p> <p>Agricultural Rural Development Agency (ARDA)</p> 
website	http://www.ipard.gov.al/
Short description	Agency of Agriculture and Rural Development, was established on 2008. The agency helps farmers and SMEs that make investments in the production and processing of dairy, meat, vegetables, herbs and vineyards. The agency is directly supported by the Albanian government, the Ministry of Agriculture and Rural Development and the Ministry of Economic and Finance. It has been created with the aim to support farmers to access to European funds programs to boost agricultural sector.
Offered services/products related to Agriculture/greenhouse industry	The agency works with the IPARD Program, the Pre-Accession Instrument for Rural Development funded by the European Union. It supports farmers in identifying financial schemes and opportunities. It provides information and consultation for farmers, SMEs and large enterprises.
Area of action	The company is based in Tirana.

Identified initiative	<p>mechanism /</p> <p>The Abanian Network for Rural Development</p>  <p>ANRD ALBANIAN NETWORK FOR RURAL DEVELOPMENT RRJETI SHQIPTAR PER ZHVILLIMIN RURAL</p>
website	https://anrd.al/homepage/


<p>Short description</p>	<p>The Albanian Network for Rural Development (ANRD) was established at the end of December 2015. It is a civil society initiative to promote and revive community-led rural development through advocacy and initiatives in the formulation and implementation of sustainable rural development policies with the final aim improvement of the quality of life of rural communities in Albania. The network has been established by fourteen civil society organizations with consolidated profile in rural development in Albania and obtained in 2015 the status of NGO, currently twenty one associations.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>The network plays an important role in implementing local projects to strengthen the link between different actors in the rural society, in the lobby activity in national institutions, supporting the adoption of policies that are suitable for the Albanian rural world. The network has implemented many projects on topics related to the sustainable rural development, to the new entrepreneurs and small and medium enterprises know-how exchange. The network has created the first rural parliament and is planning to create the second one. The idea is to create many rural parliaments that can cover the entire country.</p>
<p>Area of action</p>	<p>National territory</p>


<p>Identified initiative</p>	<p>mechanism / U.S. Agency for International Development</p> 
<p>website</p>	<p>https://www.usaid.gov/albania/program-updates</p>
<p>Short description</p>	<p>USAID leads international development and humanitarian efforts to save lives, reduce</p>

	poverty, strengthen democratic governance and help people progress beyond assistance.
Offered services/products related to Agriculture/greenhouse industry	USAID has offered assistance and financial aid for farmers in Gorican village in Berat region since 2003, by a project implemented by "Hortigor" association. The main purpose of this investment has been to increase the quality and quantity of greenhouse production for domestic consumption and for export purposes.
Area of action	The U.S. Development Agency has implemented his project in Berat area.


Identified initiative	mechanism /	Municipality of Poliçan 
website		https://www.polican.gov.al/polican-municipality/
Short description		Local public authority, part of the Region of Berat, in charge of developing and implementing policies that ensure the well being of the citizens and their social, economical and cultural progress and prosperity
Offered services/products related to Agriculture/greenhouse industry		The municipality of Poliçan is an important actor in the field of agriculture. It provides services and consultations for farmers and businesses, enforces the law and proposes and implements legislation. Provides services and consultation, financial tools and schemes that can help farmers grow and develop their own businesses.
Area of action		Berat region

Identified initiative	mechanism /	Agrinet Albania
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<p>website</p>	<p>http://agrinet.al/</p>
<p>Short description</p>	<p>Agrinet Albania is a non profit organisation. The farmer cluster is composed by 150 SMEs in Korçë area. The main aim of the organization is to promote and support the development of clusters with agri-based focus in Albania, to raise awareness to producers to cooperate between them through cluster organization in order to improve their production and marketing.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>The main services offered by the organization are:</p> <ul style="list-style-type: none"> ✓ access to technology services; ✓ facilitation of collaboration between members; ✓ support of knowledge transfer; ✓ capacity building on cluster organization development; ✓ technical trainings on crop and animal production; ✓ supporting exchange experiences; ✓ facilitate production marketing. <p>The farmer cluster has also a network of international partnerships with some European countries such as: Croatia, Denmark, Hungary, Romania, Serbia. The cluster has also awarded a certificate of appreciation.</p>
<p>Area of action</p>	<p>Korçë</p>

<p>Identified initiative</p>	<p>mechanism /</p> <p>Ministry for Agriculture and Rural Development</p>  <p>REPUBLIKA E SHqipërisë MINISTRIA E BUJQËSISË DHE ZHVILLIMIT RURAL</p>
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website	www.bujqesia.gov.al
Short description	It is the National Public Authority in charge of the economic activity regulation in the agricultural sector of the country with a purpose of increasing the sector's production capacity. It is also responsible for agriculture, rural development, food safety and consumer protection, fisheries and aquaculture, and waters administration.
Offered services/products related to Agriculture/greenhouse industry	Agricultural policy
Area of action	National territory

Identified initiative	mechanism /	PREPARE: Partnership for Rural Europe  Partnership for Rural Europe
website		http://www.preparenetwork.org/
Short description		PREPARE is a Partnership, a Program and a Network. The aim of the PREPARE program is to strengthen civil society and to promote multi-national exchange in rural development, with a main focus on the new EU member states and accession countries of Central and Eastern Europe. Their aim of the program is to see rural communities empowered to participate in decision-making related to sustainable rural development. The aim of the PREPARE Network is to promote multi-national exchange between those who are involved (as individuals or organizations) in rural development anywhere in Europe. It is an open network of individuals,


	multi-polar in nature, controlled by its membership, flexible in operation. The PREPARE partnership has a seat on the European Commission's Rural Development Advisory Committee.
Offered services/products related to Agriculture/greenhouse industry	The main aims of the national programs promoted by PREPARE are designed to promote dialogue and co-operation between different actors in rural development. They vary according to the needs of each country, but may include national seminars, regional workshops and other exchanges, all leading towards a structure of cooperation which can bring lasting benefits. Through the PREPARE network many events and meetings have been organized with other European countries, above all south-eastern Europe countries that are involved in European Union pre-accession programs. The network's aim is to strengthen the cooperation among other countries in order to adopt shared strategies for rural development.
Area of action	National territory and cross-border area of action.


Identified initiative	mechanism / Municipality of Berat 
website	http://bashkiaberat.gov.al/
Short description	Local public authority, part of the Region of Berat, in charge of developing and implementing policies that ensure the well being of the citizens and their social, economical and cultural progress and prosperity.
Offered services/products related to Agriculture/greenhouse industry	The municipality of Berat is an important factor in the field of agriculture. It provides services and consultations for farmers and businesses,

	enforces the law and proposes and implements legislation.
Area of action	Berat region


Identified initiative	mechanism /  Municipality of Fier, Albania
website	http://bashkiafier.gov.al/
Short description	<p>The Municipality of Fier is providing high quality and timely services to citizens and local business, by promoting and encouraging sustainable local economic development with focus in small medium agricultural and agri-food enterprises, application of innovative strategies and technologies in the agri-food sectors, clustering, export-oriented branding and marketing of the local production.</p> <p>Municipality of Fier is one of the biggest and most important Local Government Institutions in Albania.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>The municipality of Fier furthers the technological advancements in agricultural field. The Fier territory is an important agricultural district and along with Berat they are the main areas interested in greenhouse production. The municipality has undertaken many initiatives during last years in order to boost the agricultural production. It has proved to be an important hub for international cooperation projects and a relevant actor in the promotion of the Albanian territory as an international funds recipient.</p>
Area of action	Fier

Identified initiative	mechanism /	The Albania Agribusiness Support Facility (AASF)
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website	www.aasf.com.al
Short description	The Albania Agribusiness Support Facility (AASF) is a financing framework developed by European Bank for Reconstruction and Development (EBRD) in cooperation and with support from the Government of Albania, which started its activity in 2016. The objective of the facility is to motivate Albanian financial institutions to support agriculture and agribusinesses.
Offered services/products related to Agriculture/greenhouse industry	AASF offers financial and technical support. AASF provides access to finance for the agribusiness sector in two ways: senior loans and/or portfolio risk sharing to both MFIs and banks. AASF represents an innovative financial instrument to encourage lending by financial institutions to the whole agribusiness value chain. The final beneficiaries of AASF are farmers, entrepreneurs and companies that are engaged in primary agriculture, agricultural equipment production and trade, logistics, agribusiness service providers, agricultural processing, wholesale as well as retail traders.
Area of action	National territory


Identified initiative	mechanism / 
website	www.cci.al
Short description	The Chamber of Commerce is a business support organization to promote:

	<ul style="list-style-type: none"> ✓ the business interests of the private sector; ✓ To further the economic development and to ensure the provision of services and utilities essential to such development; ✓ To provide a representative body for business people with which government can consult; To promote, support or oppose legislation or other measures affecting the business community; ✓ To promote the economic viability of the area, so those current businesses will grow and new ones will be developed locally;
Offered services/products related to Agriculture/greenhouse industry	The Chamber's aims are: the promotion of interests of the agriculture and greenhouses sectors, along with other businesses, through representative body for SMEs and large enterprises in order to promote, support or oppose legislation in the agricultural sector
Area of action	National territory


Identified initiative	mechanism / Albanian Local Capacity Development Foundation  <small>ALBANIAN LOCAL CAPACITY DEVELOPMENT FOUNDATION</small>
website	https://www.alcdf.org/contact
Short description	It is a non-profit organization founded by a group of organizations interested in Albanian rural areas. It is part of a Local Capacity Development Facilities network of more than 15 countries.
Offered services/products related to Agriculture/greenhouse industry	The ALCDF experience is the first model in Albania that offers two main facilities on Grant making (Partnership for Innovation to fund

	initiatives of local actors such as testing innovations and scaling solutions) and Brokering (for example, a PORTAL for connecting applicants, service providers and funders /donors or making market information transparent and accessible).
Area of action	National territory


Identified initiative	<p style="text-align: center;">Albania Energy Association</p> 
website	https://aea-al.org/
Short description	The Albania Energy Association is a not-for-profit industry association, established in 2011 to represent Albanian and international energy producers, consumers and promote the use of sustainable energy in Albania and West Balkan. The main aim of the association is promoting sustainable a renewable energy usage in the country.
Offered services/products related to Agriculture/greenhouse industry	AEA operates in different energy's production fields such as: Hydro-power, wind, bio fuels, geo-energy, oil&gas, biomass and biogas.
Area of action	National territory


Identified initiative	<p style="text-align: center;">Albanian Association of Municipalities</p>  <p style="text-align: center;">Albanian Association of Municipalities</p>
website	https://aam.org.al/en/

Short description	The Albanian association of Municipalities is a volunteer and independent union of Albanian municipalities which want to contribute in the protection of common interests of the units of local government of the cities. Association counts as its volunteer members, all municipalities of Albania. AAM has the status of a non-profit organization (NGO) with a geographical spread across the country
Offered services/products related to Agriculture/greenhouse industry	The association plays an important role in representing the interests of local municipalities in the Albanian Parliament and institutions in general. It represents also Albanian municipalities in relations with other Albanian and foreign organisms, in and out of the country.
Area of action	National territory

Identified initiative	mechanism / Albanian-American Development Foundation  Albanian-American Development Foundation
website	https://www.aadf.org/
Short description	The Albanian-American Development Foundation (AADF) was created in 2009 by the Albanian-American Enterprise Fund with the support and encouragement of United States Agency for International Development (USAID) and the United States Government.
Offered services/products related to Agriculture/greenhouse industry	The main aim of the association is to promote the private sector development in the country. AADF primary concern is to develop initiatives and measurable solutions to promote sustainable development in this area. The association collaborates also with other organizations and institutions to maximize

	resources and form strategic partnerships that can catalyze change.
Area of action	National territory

Identified initiative	mechanism / 
website	http://ama.com.al/index.php
Short description	The Albanian Microfinance Association brings together the most consolidated Albanian microfinance institutions (MFIs) representing altogether an outstanding loan portfolio of ALL 13.257.292.608 (appx. USD 120 million).
Offered services/products related to Agriculture/greenhouse industry	AMA's main activities are: representing when necessary, its members to national or international gatherings, legislative consultations and business events; supporting the technical and institutional consolidation of its members by exchanging best-practices and identifying financial and economic trends etc.; promoting the access to finance, responsible and social financing and the microfinance sector as whole.
Area of action	National territory


Identified initiative	mechanism / 
website	https://asfund.org/
Short description	Agro & Social Fund is a Financial Institution oriented toward development, and social focus, especially in agro, small and medium business sector, in rural and urban areas.

Offered services/products related to Agriculture/greenhouse industry	The institution provides funding especially to small and medium enterprises that operates in the agricultural field in Albania. The institution is concerned in the development of a more sustainable agricultural sector because it is a strategic economic activity and contributes to the largest number of job places in the country.
Area of action	National territory

2.6 Cyprus


Identified mechanism / initiative	<p style="text-align: center;">Anel Nicosia Development Agency</p>  <p style="text-align: center;">Nicosia Development Agency</p>
website	https://www.anel.com.cy/
Short description	Anel is a non-profit organizations funded in 2011 by the Municipalities of Greater Nicosia, with the aim to provide and acquire funds from European Union and other international donors.
Offered services/products related to Agriculture/greenhouse industry	The main offered services are: <ul style="list-style-type: none"> • Technocratic and advisory support to local authorities for their developmental role and planning; • Maximum exploitation of the available national and EU funds through participation and management of projects related to the needs of its members; • Technical assistance to the residents and organizations of the region in the field of education and training,

	<p>improving quality of life and general socioeconomic development;</p> <ul style="list-style-type: none"> • Promote the widest possible cooperation of Local Authorities with public bodies, semi-public and private sector, seeking synergy; • Develop an international and interregional network of cooperation with organizations from other Member States; • Undertaking initiatives on environmental protection, conservation of cultural heritage and development of the social cohesion.
Area of action	National territory


Identified mechanism / initiative	<p>Invest Cyprus</p> 
website	https://www.investcyprus.org.cy/
Short description	Invest Cyprus is the government's dedicated partner responsible for attracting and facilitating Foreign Direct Investment (FDI) in key economic sectors.
Offered services/products related to Agriculture/greenhouse industry	The agency promotes investments in the country in some specific areas such as: energy, investment funds, innovation and start-ups, tourism and hospitality, real estate, shipping filming and education.
Area of action	National territory

<p>Identified mechanism / initiative</p>	<p>Larnaca and Famagusta District Development Agency (ANETEL)</p> 
<p>website</p>	<p>http://www.anetel.com/index.php?lng=EN</p>
<p>Short description</p>	<p>ANETEL was founded on the 16th of October 2003 by initiative of the Union of Communities of Larnaca. Shareholders are the Municipalities of Larnaca, Aradippou, Athienou, Dromolaxia / Meneou, Livadhia, Lefkara, Ayia Napa and Paralimni, the 42 out of the 45 Community Boards of Larnaca District and the Liopetri Community Board in Famagusta District, C.I.C.L. Larnaca (The Commercial and Industrial Chamber of Larnaca), the Rural Women's Association Larnaca, Agricultural Development Coop, Vassiliko - Pentaschino Coop and the Cyprus Association of Professional Fishermen.</p>
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>The main offered services are:</p> <ul style="list-style-type: none"> • Giving information and learning about matters of the European Union; • Support to the Local Self-Government Organizations in their development role and planning; • Exploitation of the available National and Communal funds, through the participation and management of different programs; • Technical support to the public and the authorities of the area, in the fields of education and preparation, improving the quality of life and generally the social-economic development;


	<ul style="list-style-type: none"> • Undertaking initiatives in subjects of protection of the environment, preservation of the cultural inheritance and development of its internal cohesion; • Promotion of the possible collaboration of the Local Self-Government with the Public and Semi-Public authorities and the Private sector, trying for the collaboration and the difference of each member; • Management and Implementation of E.U. Programmes; • Development of the relations between the Local Self-Government of Cyprus and the Member-states of the European Union, the Mediterranean, the Middle East and the Balkan Countries.
Area of action	National territory

Identified mechanism / initiative	<p style="text-align: center;">Information Portal for Funding Programmes</p>  <p style="text-align: center;">Information Portal for Funding Programmes</p>
website	https://www.fundingprogrammesportal.gov.cy/en/home
Short description	<p>The Portal aspires to function as a starting point and an information centre for all programmes funded by European and/or national funds. The objective of the Portal is to facilitate citizens in identifying the appropriate funding opportunities from the European and national programmes and schemes, as well as to facilitate a comprehensive and direct dissemination of information in relation to the programmes and the calls for proposals. The ultimate goal is the greatest possible utilization of available resources from European and national funds,</p>

	which is expected to stimulate growth and job creation.
Offered services/products related to Agriculture/greenhouse industry	The Portal for Funding Programmes has been created with the aim to facilitate all interested citizens in identifying the appropriate funding opportunity under European Programmes and Funds or national funds, so as to realize a project, an idea or a proposal. The different programmes cover a wide range of beneficiaries: the applicant could be an employee, an unemployed person, an NGO, an SME, a local authority, a research centre, an educational institution, a public sector entity, etc. The Portal directly provides updated information about the publication of new funding programmes and calls in specific areas of interest such as Employment, Competitiveness, Energy and Environment, Education, Culture, Research, Youth, Rural Development etc. Also catalyzes the partner organisations search for cooperating in submitting a proposal, where this is required by the terms of the programmes. In addition, in the Portal is possible to find links to the more specialized websites with more information and documentation on specific programmes/calls and on the competent contact points that can provide more detailed information for each call.
Area of action	National territory

Identified mechanism / initiative	<p>Cyprus Rural Network</p>  <p>ΕΘΝΙΚΟ ΑΓΡΟΤΙΚΟ ΔΙΚΤΥΟ</p>
website	http://www.moa.gov.cy/moa/da/ead/ead.nsf/home_el/home_el?opendocument

Short description	The Cyprus NRN highlights the benefits of networking for rural stakeholders; its main objectives are to increase participation, improve the quality of the rural development policy and increase awareness on the programme opportunities.
Offered services/products related to Agriculture/greenhouse industry	Can't find a translation but it seems relevant
Area of action	National territory

Identified mechanism / initiative	Municipality of Larnaca 
website	http://www.larnaka.org.cy/en/page/home#.XW-Vvy4zaUk
Short description	The Municipality of Larnaca, is a body governed by public law therefore it is a non-profit organization. The main aim of the authority is develop the standard of living and improve the quality of life of its residents through the provision of services to Larnaca citizens and visitors
Offered services/products related to Agriculture/greenhouse industry	Among other services the Municipality of Larnaca provides useful information about the European programs and funding opportunity in order to implement development projects within the municipality area.
Area of action	Regional territory


Identified mechanism / initiative	The Green Cluster
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website	http://www.coop-greencluster.net/en/
Short description	<p>It is a dynamic form of collaboration aiming to strengthen joint activities, to increase innovation, networking, trust building, business development and business environments. The Green Cluster emerges from a need to bring together businesses with a common interest, the environment, in a collective that will promote business growth and extroversion, will allow access to funds and will encourage and support the creation of start-ups. The project is funded by the US Department of State, under the program Global Women, Peace and Security Initiative.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>Green Cluster is a platform for Cypriot nano-SMEs, start-ups, groups of people and individual entrepreneurs that share common values on sustainability and innovation. The Green Cluster brings together professionals from sectors seemingly unrelated, in a cluster that is continuously expanding, with the aim to:</p> <ul style="list-style-type: none"> • strengthen joint activities, increase innovation, networking, trust building and sharing of infrastructure without bureaucracy; • promote business growth, extroversion and internalization of ideas, concepts and efforts by providing information on sources of funding; • Support Cypriot entrepreneurs to export their services or products to

	<p>an international market and boost innovation.</p> <p>The Green Cluster is an initiative developed by AKTI Project and Research Centre. The synergies among the cluster members are built geographically, vertically, horizontally and institutionally. The cluster plays an important role in getting in touch different actors of quadruple helix.</p>
Area of action	National territory with international collaborations

Identified mechanism / initiative	<p>AKTI Project And Research Centre</p> 
website	https://www.akti.org.cy/
Short description	<p>AKTI Project and Research Centre is a non-governmental, non-profit organisation based in Nicosia, Cyprus. It was established in 2000 by a group of experts in environmental issues and has succeeded today to create an extensive network of collaborators and volunteers for raising environmental awareness and promoting sustainable development.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>The institute provides researches in some relevant areas such as:</p> <ul style="list-style-type: none"> Applied Environmental Research: AKTI implements environmental research based on the Cyprus's context, scale and particularities aimed at providing answers and tangible solutions to the island's environmental challenges. It also transfers good


	<p>practices that are applied abroad and pilot tests while adjusting them to the Cyprus needs.</p> <ul style="list-style-type: none"> Environmental Education and Vocational Training: AKTI promotes and supports the construction of a knowledge based society with active mobilised citizens. It collaborates with schools, Universities and local authorities in various initiatives including environmental education and awareness raising activities focusing on specific issues that are of particular relevance and interest to the Cyprus society such as water saving, recycling, biodiversity, etc. Integrated Coastal Zone Management (ICZM): AKTI has been actively engaged in Integrated Coastal Zone Management (ICZM), a process for the management of coasts using an integrated approach, regarding all aspects of the coastal zone, including geographical and political boundaries, in an attempt to achieve sustainability. Public Outreach and Advocacy: AKTI disseminates information on environmental issues through e-mails, workshops, publications in scientific journals, local newspapers and broadcasts in traditional and social media. AKTI implements various environmental and awareness rising campaigns. It also owns a library specialized in environmental and coastal issues.
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Area of action	National Territory
Identified mechanism / initiative	<p>Panagrotikos Farmers Union</p> 
website	http://www.panagrotikos.org.cy/
Short description	<p>Panagrotikos Farmers Union is the largest agricultural organization that represents almost all agricultural production of the Republic of Cyprus. It has been founded on October 15th, 1989 and now is the largest agricultural organization in Cyprus with its members being direct producers of the primary agricultural sector. The aim of the association is supporting farmers at all levels. The Union has been settled in Nicosia, however it has offices Famagusta, Limassol, Larnaca and Paphos. It is also actively involved in the formulation and implementation of the agricultural Policy of the Republic of Cyprus.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>Provision of services for research, evaluation and training of rural population, private and public organizations and provide consulting services in Cyprus and abroad, either free of charge or on a fee basis, where this is feasible and mutually beneficial.</p>
Area of action	National Territory


Identified mechanism / initiative	<p align="center">Cyprus Chamber of Commerce</p> 
website	<p>http://www.ccci.org.cy/about-the-ccci/local-chambers/larnaca-chamber/ http://www.larnakachamber.com.cy/evellarnaka/page.php?pageID=1</p>
Short description	<p>The Cyprus Chamber of Commerce and Industry was founded in 1927 and in 1963, a new structure was adopted, which remains in operation so far, under the name of: "Cyprus Chamber of Commerce and Industry". The CCCI is the federation of the local Chambers of Commerce and Industry (CCIs) which operate in Nicosia, Limassol, Famagusta, Larnaca and Paphos. The local CCIs have a geographical coverage of their respective districts. The Nicosia CCI covers also the districts of Kyrenia and Morphou.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>The membership of the CCCI exceeds 8,000 enterprises from the whole spectrum of business activity. The CCCI Secretariat is involved in the day – to – day operation of the Chamber and in the implementation of the policies and decisions of its governing bodies. Among the other departments, the Secretariat manages the Department of Education and European Programs with the aim to foster the participations of local enterprises that operate in different economic sectors to access the financial opportunities provided by the European Union.</p>
Area of action	National Territory


Identified mechanism / initiative	CYRIC
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Website	https://www.cyric.eu/
Short description	<p>CyRIC is the only certified Business Innovation Center (BIC) in Cyprus, certified by the European Business Network. This certification assures that CyRIC belongs to an esteemed network of high-level professionals which deliver top notch services with high quality standards. CyRIC, as a Business Innovation Centre is committed to propel innovation and nurture the entrepreneurial ecosystem in Cyprus and overseas.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>It is a Business Incubator that offers Research and Innovation Services for its customers in the fields of engineering design and prototyping, electronics, communications and software solutions. In addition a number of specialised consultancy and entrepreneurship services are offered to start-ups and SMEs. The company is specialized in setting up, getting funds, organizing and managing European and National Research & Innovation projects.</p>
Area of action	National Territory


Identified mechanism / initiative	<p style="text-align: center;">Ministry of Agriculture, Rural Development and Environment</p> 
Website	http://www.moa.gov.cy/moa/agriculture.nsf/index_en/index_en?OpenDocument

Short description	The Ministry of Agriculture, Rural Development and Environment was founded with the independence of Cyprus in 1960. The Ministry of Agriculture, Rural Development and Environment consists of 11 departments and is the competent authority for the Cyprus Agricultural Payments Organization (CAPO) and the Agricultural Insurance Organization (OGA).
Offered services/products related to Agriculture/greenhouse industry	Among others the Ministry of Agriculture of Cyprus is the responsible authorities of the Agricultural Research Institute and the Department of Agriculture.
Area of action	National Territory

Identified mechanism / initiative	<p style="text-align: center;">Department of Agriculture</p> 
Website	http://www.moa.gov.cy/moa/da/da.nsf/index_en/index_en?OpenDocument
Short description	The Department implements the legislative and regulatory acquis which falls within its competence for fulfillment of Cyprus' obligations to the EU with independent and complete technocratic expertise whilst ensuring the production of qualitatively upgraded and safe agricultural products for the benefit of both producers and consumers.
Offered services/products related to Agriculture/greenhouse industry	The Department of Agriculture coordinates the activities of The Managing Authority of the Rural Development Plan (MARDP) constitutes an institutional body that is foreseen from the Acquis Communautaire as an integral part of the programming of the Rural Development Plan and it is responsible for the effectiveness and the regularity of the management and the implementation of the Plan.
Area of action	National Territory


Identified mechanism / initiative	<p align="center">Friends of the Earth Cyprus</p>  <p align="right">Φίλοι της Γης Friends of the earth Cyprus</p>
Website	https://www.foecyprus.org/
Short description	<p>Friends of the Earth Cyprus is a non-profit, non-governmental, environmental organization, based in Limassol. The organization was established in 1980 and since then has campaigned on a number of local, national and international environmental issues.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>The organization primary concern is to raise awareness on the importance of preserving the natural environment and to campaign for solutions to environmental and social problems by promoting sustainable policies. The association organizes events and network campaigns in order to influence the consumers' choices toward the purchase of local products produced by small and medium enterprises in the island. The other ongoing projects of the organization are all related to the promotion of sustainable practices in agriculture and the promotion of organic production. Moreover, workshops that gathers different member of the civil society are organized with the aim to increase the awareness about sustainable practices in agriculture.</p>
Area of action	National Territory

Identified mechanism / initiative	Cyprus Agricultural Payment Organization
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Website	http://www.capo.gov.cy/capo/capo.nsf/capo20_en/capo20_en?OpenDocument
Short description	<p>The Cyprus Agricultural Payments Organizations has been established in the island in 1999 under the legal framework of the Common Agricultural Policies of the European Union. CAPO is an independent legal entity that does not come under any Ministry or Department of the Government. It was established and it operates as an autonomous public organization based on its own legislation to respond effectively to the stringent standards and time limits set by the Community. The head of CAPO is the Commissioner of Agricultural Payments, who is appointed by the Council of Ministers. The Commissioner is aided in his work by the Assistant Commissioner.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>In particular, the Cyprus Payments Organization:</p> <ul style="list-style-type: none"> • maintains and administers the Operational Fund and the Payments Fund; • checks and approves payments concerning activities which may be financed by the Payments Fund; • effects payments to the beneficiaries; • keeps all accounts in relation to any payments made to the beneficiaries; <p>The Agency is the government body that de facto provides the payments to single beneficiaries in accordance with the measures in force within the framework of the Common Agricultural Policy of the European Union.</p>
Area of action	National Territory


Identified mechanism / initiative	European Funds Unit
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Website	http://www.moi.gov.cy/MOI/eufunds2015.nsf/page74_en/page74_en?OpenDocument
Short description	<p>The European Funds Unit (MET) manages European funds for projects that fall within the competence of the Ministry of Interior. The Unit has been assigned as the Responsible Authority for Home Affairs Funds 2014-2020, while in regards to the management of the European Regional Development Fund (Structural Funds) it acts as an Intermediate Body. As far as the European Agricultural Fund for Rural Development, the European Funds Unit has been appointed as Implementing Unit.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>The objective of the European Funds Unit of the Ministry of Interior is to achieve the most possible absorption of the European funds allocated to the Republic of Cyprus. This is done through strategic planning and programming based on the decisions taken on a European level, and also, through the adjustment and monitoring of the government policy. The Agency is concerned with the achievement of a sustainable development in the various economic sectors of the region throughout the implementation of projects that contribute to the social development as well.</p>
Area of action	National Territory


Identified mechanism / initiative	<p style="text-align: center;">Directorate General for European Programmes, Coordination and Development</p> 
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Website	http://www.dgepcd.gov.cy/dgepcd/dgepcd.nsf/page01_en/page01_en?OpenDocument
Short description	<p>The directorate has been created in 2013 to promote economic growth through strategic planning, coordination and monitoring of the implementation of government policy and to safeguard the optimal use of available European and other funds.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>One of the main tasks assigned to the Directorate is the coordination of activities and the dissemination of information to the citizens about the available funds from European Competitive Programs. The ultimate goal is to maximize the absorption of these funds. In order to accomplish its objectives the directorate created the National Contact Points and in March 2014 the Information Portal has been created. The objective of the Information Portal is to facilitate the interested citizens as well as organizations to identify and utilize the appropriate funding opportunity from the European and National programs and consequently stimulate growth and job creation. Through the Portal citizens can immediately identify the funding program and/or the call of the area of their interest, such as Employment, SMEs and Competitiveness, Environment, Energy, Education, Culture, Research, Youth, Rural Development etc.</p> <p>Furthermore, in the context of raising awareness about the Competitive Programmes, the DG EPCD has undertaken additional actions, such as:</p> <ul style="list-style-type: none"> • Organization of trainings and informative seminars / workshops for public officers, in relation to the preparation of competitive proposals

	<p>and management of successful projects / schemes.</p> <ul style="list-style-type: none"> • Organization of targeted training seminars for companies, NGOs and other beneficiaries from the private or the wider public sector. • Organization of seminars for the presentation of funding opportunities to SMEs, NGOs, public and private organizations, for the utilization of Competitive Programs.
Area of action	National Territory

Identified mechanism / initiative	<p>Service of Industry and Technology</p> 
Website	http://www.mcit.gov.cy/mcit/sit/sit.nsf/index_en/index_en?OpenDocument
Short description	<p>The Industry and Technology Service aims to improve the competitiveness of the different economic sectors with a view to strengthening their contribution to the country's overall economic growth.</p>
Offered services/products related to Agriculture/greenhouse industry	<p>The main activities undertaken by the Service are:</p> <ul style="list-style-type: none"> • Development, coordination and implementation of appropriate policies for industry and businesses; • Preparation and implementation of targeted financial schemes for Small Medium Enterprises, development of Entrepreneurship and Innovation, • Improvement of business environment, • Provision of information to citizens / businesses through the European networks Your Europe and IMI.

	The Service is particularly concerned in fostering innovation, competitiveness and employment in Cypriot SMEs.
Area of action	National Territory

Identified mechanism / initiative	Cyprus University of Technology 
Website	https://www.cut.ac.cy/faculties/gem/abf/
Short description	The University is based in Lemesos and has set as a strategic priority the design and implementation of research activities in an internal university level but also through the synergy and cooperation with Universities and Research Organizations in Cyprus and worldwide.
Offered services/products related to Agriculture/greenhouse industry	The Department of Agricultural Science, Biotechnology and Food Science undertakes researches on the best agricultural practices and on cutting-edge technologies in the crop cultivations. The faculty with its curricula diversification aims to train students in the agricultural most relevant fields and promotes the collaboration with local SMEs in order to nurture the professional skills of its students.
Area of action	National Territory

Identified mechanism / initiative	Municipality of Nicosia  Δήμος Λευκωσίας Nicosia Municipality
Website	http://www.nicosia.org.cy/en-GB/municipality/services/european-issues/
Short description	The Municipality of Nicosia is the responsible authority for the management of the

	resources and the implementation of policies in the aforementioned province area.
<p>Offered services/products related to Agriculture/greenhouse industry</p>	<p>Among the other services provided, the European Affairs Office is the main authority concerned with the individuation and implementation of European Programmes. The main activities of the office are:</p> <ul style="list-style-type: none"> • Identifying European Programmes or other funding programmes which may be of interest to the Municipality, briefing the competent services and providing them support for planning, implementing and evaluating relevant proposals. • Assessing proposals for participation in European Programmes promoted by other agencies/cities, and assessing the feasibility of the Municipality's involvement. • Applying for specific European programmes in collaboration with the competent services of the Municipality, and monitoring the proposals' progress. • Seeking synergies at home and abroad for making the most of the potential offered by European programmes and Community Initiatives. • Briefing citizens on European affairs of interest to them and on the Municipality's activities in European Programmes and the wider European environment.
<p>Area of action</p>	<p>Regional Territory</p>

3. Assessment of the finding & Recommendations for a new mechanism of collaboration

3.1 Assessment of the existing mechanisms for cooperation between policy makers and stakeholders

3.1.1 Greece

Based on the developed joint methodology, the evaluation of the mechanism/initiative is based on the following indicators:

- C1** – Facilitation of new collaborations between actors through the mechanism,
- C2** – Number of events organised by the mechanism for networking/collaboration,
- C3** – Provision of initiatives/incentives (product/service development, financial support, pilot activities, dissemination activities, transferring knowledge etc.) for the collaboration of actors of 4-helix,
- C4** – Added value & credibility of the mechanism to the collaboration / synergetic scheme,
- C5** – Impact of the mechanism to respective policies / programmes favouring collaboration and synergies between actors of the 4 helix.

The following scale will be used for evaluating the performance of the above indicators.

poor	moderate	good
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Table 1 – Comparative analysis

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
HELLENIC AGRICULTURAL ORGANIZATION DEMETER –						The organization is the scientific and technical support of the Ministry of Rural Development and Food in planning and supporting the implementation of its policy in the framework of the Common Agricultural Policy, as well as in formulating positions on the issues dealt

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						with in Council and the other competent bodies of the European Union. It has 4 branches in the region of Thessaly and due to the offered developing and supporting activities, it is one of main mechanisms favouring cooperation among partners of the 4-helix of agriculture sector in the country.
Development Company of Trikala & Kalabaka						The development agency is mainly involved in planning and implementation of activities related with agricultural sector supporting beneficiaries with installations and providing technical support.
Development Company of Pelion						The development agency implements programs, promotes local initiatives, develops social, cultural and environmental activities, supporting, among others, interconnection with national or transnational networks of local organizations.
Network of NGOs of Thessaly Region						The network is mainly concerned with the organization of concerts, workshops, seminars and conferences on issues related to development education in

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						rural areas, carrying actions for awareness raising.
Perraivia Network						The network is mainly involved with the organization of concerts, workshops, seminars and conferences on issues related to culture, environment, social solidarity, social economy, sustainable development.
Prasini Kivotos						The NGO is active in the field of agricultural development and on the development education in rural areas and is carrying actions for awareness raising in rural areas.
EGILOPS						Egilops is mainly involved with the field of environmental protection and protection of natural resources.
Development Company of Karditsa (ANKA)						The Development Company of Karditsa provides among others technical support services to actors of the sector, coordination services, planning and implementation of EU co-funding programmes.
Chamber of Larissa						Among others, the chamber provides advisory services to each members and undertake initiatives to support the

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						develop entrepreneurship and competitiveness of local businesses and the national economy and develop partnerships in order to serve regional economic and social goals.
Municipality of Larissa / Department of Agricultural development						The Municipalities, among others: <ul style="list-style-type: none"> ✓ Promotes programs for setting up young farmers and ensures the link between agricultural production and tourism development.
Municipality of Karditsa / Department of Agricultural production						<ul style="list-style-type: none"> ✓ Cooperates with farmers and their cooperative organizations to investigate and highlight the technical and economic problems of agricultural holdings.
Chamber of Commerce of Magnesia						The Chamber has been associated with every important financial and business event in Magnesia via a large number of activities which aim at: <ul style="list-style-type: none"> ✓ the effective operation as a public entity as far as financial, developmental and promotional issues are concerned regarding the companies. ✓ the effective service of its thousands of members on the basis of a modern

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						conception for support and guidance.
Institute of Bio-Economy and Agri-Technology/Centre for Research & Technology-Hellas						iBO/CERTH is mainly involved with research and develops technologies in fields related to greenhouse climate control and hydroponic systems.
Institute of Industrial and forage crops, Department of Plant Protection at Volos						The department is involved with the Integrated Pest Management in economically important crops. Part of its activities is the dissemination of the research results in agriculturalists and farmers.
Institute of Technology and Management of Agroecosystems						The Institute is involved in the development of sustainable agricultural production methods, systems, techniques and technologies for the production of quality, healthy, safe agricultural products with preservation of biodiversity, rational conservation of natural resources and energy saving.
AgriCluster - Cooperative Cluster for Agricultural Innovation						AgriCluster is an initiative of the TEI of Thessaly to establish a cluster in order to serve mainly organisations that are active in the field of agricultural production and innovation. Some of the offered services are:

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						<ul style="list-style-type: none"> ✓ Business missions with key actors of the sector, ✓ Provision of support services for the elaboration of business plan, ✓ Networking, ✓ Provision of pitching & coaching services
Hellenic Ministry of Agriculture						<p>The Ministry works in collaboration with farmers and other stakeholders with a view to promote sustainable agriculture, food safety and security, the viability of the sector and the prosperity of rural areas in Greece. The ever changing international environment affects our policy making and strategy for agriculture and rural development, taking into account the competitiveness of our products and the restructuring of the countryside.</p>
Association of Industries in Thessaly and Central Greece						<p>The work of the Association is composed of a wide range of activities, including the monitoring, study, research and promotion of entrepreneurship issues, fostering a spirit of solidarity between businesses, working with public authorities and workers' organizations to</p>

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						strengthen the social dialogue, participation in national or international committees, councils, conferences, exhibitions and events, through which economic objectives are achieved, and contribute to the promotion of the general interests of the national economy.
Municipality of Volos, Directorate of Local Development, Departments of Rural Development and Department of Fisheries						<p>The Local Economic Development Directorate supports the rural world to improve working methods and better organization of farms.</p> <p>The specific responsibilities of the Directorate within the framework of its mission are determined by the applicable provisions of the Laws, Orders and Ministerial Decisions.</p>
Municipality of Lamia						<p>✓ Gathering information by any means and familiarity with new technologies.</p>
Municipality of Rigas Feraios						<p>✓ Strengthen the scientific interest and research development in arts, history and culture of the region.</p> <p>Preserve and protect the cultural resources, of the region, through the use of</p>

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						digitized collections of high quality and precision.
Operational Programme on Competitiveness, Entrepreneurship and Innovation under the new National Strategic Reference Framework (2004-2020)						<p>The Operational Programme on Competitiveness, Entrepreneurship and Innovation under the new National Strategic Reference Framework (2014-2020) allocates 28.8 million EUR on the promotion of innovative technologies for environmental protection and resource efficiency. The Programme promotes collaborations (through funding) between SMEs, Educational/Academic Institutions and policy makers.</p>
GAIA Cooperative						<p>Among others, the Cooperative promotes codes of good agricultural practice but also techniques for producing and managing the various means of production with respect to the environment. The cooperative promotes synergies and collaborations between farmers for decreasing the production cost and improve the quality of the agricultural products.</p>
THESgi						<p>Promotes synergies and collaborations between</p>

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						<p>associations of agricultural sector and cooperative organizations / companies, with the technological and financial sector, creating the necessary conditions for the necessary shift that the Greek agricultural reality needs to take. THESgi provides a set of integrated facilities to beneficiaries of the agricultural sector.</p>
<p>General Secretariat for Research and Technology (GSRT)</p>						<p>The GSRT defines, coordinates and implements the national policy for Research, Technological Development and Innovation. It supports the activities of research and industry bodies through competitive research programmes highlighting economic performance and a socially fair allocation of outcomes. Furthermore, it supervises research and technology bodies, which provide local communities with the skills necessary for producing knowledge and boosting innovation.</p>
<p>The Green Fund</p>						<p>Finance programs developed by the Ministry of Environment and Energy and other ministries and their supervised organizations,</p>

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						decentralized general administrations, local authorities, legal entities of the wider public sector aiming at the protection, upgrading and restoration of the environment (including agriculture/greenhouse sector).

3.1.2 Italy

Table 2 – Comparative analysis

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
Egocreanet						In the recent activity of EGOCREANET (c / o Incubator of the University of Florence) the aggregation of an Operational Group of European Partnership (PEI-AGRI) began to develop the "SERRE-NUTRACEUTICHE" HIGH TECH project, aimed at improving the quality of the products and to increase the effectiveness and efficiency of food production processes with high nutraceutical quality.
SAM-LAB						SAM-LAB is the first research laboratory dedicated to precision agriculture for the testing of innovative methodologies and technologies for monitoring, control and increase of energy efficiency in agro-manufacturing processes in protected crops.
Veneto Agricoltura						Veneto Agricoltura, Veneto Agency for innovation in the primary sector, is an instrumental body of the Region of Veneto, which supports the Regional Council

						<p>in the field of policies for the agricultural sector, agri-food, forestry and fisheries. He deals with applied research and experimentation aimed at testing and dissemination of technological and organizational innovations aimed at improving the competitiveness of companies and supply chains productive, environmental sustainability, in the agricultural, agri-food, forestry and fisheries sectors.</p>
<p>CAT.AL, High Technology Agrifood Lombardy Cluster</p>						<p>The Cluster CAT.AL association is an aggregation of Lombard companies, universities and research centers that collaborate to increase and improve technological development and innovations in the agri-food sector. Through this synergy, a network of relationships and shared knowledge is created and strengthened to foster sustainable and forward-looking economic growth. The Cluster promotes the unions and collaborations between specialized companies at all levels of agri-food and agro-industrial chain.</p> <p>Is related to Lombardia region and the social society is not properly involved</p>
<p>National Technology Agrifood Cluster</p>						<p>National Technology Agrifood Cluster CL.A.N. is a multi-stakeholder network of the key</p>

						national players of the entire agrifood chain - a partnership of companies, research centres and institutions set up to promote sustainable economic growth, based on research and innovation in the industry and acting as partner for Italian and European Institutions.
Territorial innovation laboratories						<p>Territorial innovation laboratories</p> <p>Is an initiative of local action group, aimed at facilitating links between academia, business, government and community in line with the "Quadruple-Helix Model". The local action group works starting from civil society needs</p>
Agri-food Marche						<p>The CLAM Agrifood Marche CLAM Association is an aggregation composed of the four Marche Universities (UNIVPM, UNICAM, UNIURB, UNIMC), Research Institutes, companies that are linked to the agricultural, food and fisheries sectors, trade associations and service companies which work together to meet the needs of innovation throughout the entire agri-food chain of the Marche region. The initiative is limited to Marche region</p>

3.1.3 France

Table 1 Comparative analysis

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
Agricultural Chambers						Mainly focused on farmers and policy, much less on enterprises and innovation
Pole territorialia						Several stakeholders are involved in Terralia network communication between actors is facilitated by periodic events
Neayi web platform						Neayi is a new platform (at the national level) it has been launched on July 2019 it cannot be evaluated for now.
Terres de liens						Improve the relation between owners and farmers
Région du SUD (PACA) Regional Innovation Strategy						Need of financial instruments dedicated to farmers to lower the risk linked to high investment in innovative greenhouses. Lack of communication and dissemination of the strategy.
Région du SUD (PACA) Regional strategy for agriculture						Lack of communication and dissemination of the strategy

Région du SUD (PACA) Regional Innovation Fund						Lack of communication and dissemination of the strategy
Ministry of Agriculture and Food National Ecological Transition Strategy for Sustainable Development						Lack of communication and dissemination of the strategy for effective local implementation
Ministry of Agriculture and Food Sector Strategies 2025 - towards a competitive agriculture at the service of people						Lack of communication and dissemination of the strategy
Initiative Terres d'Azur						Initiative Terres d'azur provides financial support to farmers
Agglomeration communities						Improve the relation between owners and farmers. Dedicated funds for equipment in greenhouses
Regional Direction of Food, Agriculture and Forest of the PACA						Implementation of regional projects favoring collaboration between actors.

3.1.4 Spain

Table 3 – Comparative analysis



Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
Farmer's Network ASAJA						In Spain, there are very strong farmer's networks. They work at regional, national and European level, creating an important lobby force for the adoption of EU agreements related to the EU policy.
Agricultural Association COEXPHAL						As commented before, farmers' networks usually consist of several agricultural




						associations. There are strong associations in almost all regions in Spain.
NGOs						Not representative for this matter
Regional Stakeholders Group						As agriculture is an important sector in Murcia Region and in Spain, stakeholders play a key role.
Agricultural Clusters						There are a few clusters. The reason is that Agricultural Associations are doing an important role in policy influence, so it seems that clusters might not be needed.
Business Support Organizations						There are no specific BSO for agriculture, besides the Agricultural associations. Business in the greenhouse sector and agriculture usually belong to a local business association.
Local, Regional, National authorities related to Rural Development						Strong representation and policy influence
Institutions						Strong representation and policy influence
Financial schemes promoting collaborations of actors from the 4-helix						At national and regional level, there is a programme supported by the European Policy, called Operative Groups for rural development, where actors from the 4 helix are committed to develop rural development projects of innovation.



3.1.5 Albania



Table 4 – Comparative analysis




Identified mechanism/ initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
The Agricultural University of Tirana						The Agricultural University of Tirana is involved in multi-dimensional studies aimed at solving the current problems of the national economy, particularly in agricultural sciences and related fields. The University has many international partnerships with educational institutions





					<p>of foreign countries. Many seminars and events in collaboration with foreign partners have been organized in order to boost the technological enhancements in agriculture. Moreover, in the recent years, the number of international projects implemented sharply arose. Some of these projects are aimed in connecting science-society collaborations to sustainable innovations, some others in improving knowledge and infrastructure to increase the efficiency of food usage in the first sector and to reduce the negative impact of agriculture on the environment.</p>
<p>Council of Albanian Agro-businesses</p> 					<p>The Council of Albanian agro-business is a panel of 19 associations that operates in agricultural fields. Therefore it gathers the interests of different stakeholders from 12 regions that run a business in the first sector. The main objective of the Council's activity, over the years, has been and will continue to be the formulation, promotion and implementation of consensual policies for the development and consolidation of civil society. The primary objective is the development of the private sector in the field of agriculture, livestock, fisheries and food in general with a specific attention on agribusiness, agro-processing, agro tourism and microfinance in rural areas. Moreover, the Council pushes the adoption of policies in harmony with the EU integration goals.</p>
<p>University of Tirana Faculty of Natural Sciences</p>					<p>The university has organized many conferences and seminars on relevant topics related to the agricultural sector, analyzing the role of the agribusiness in the agricultural production and the environmental impact of the first sector and how to reduce it. The faculty of</p>




<p>Department of Biotechnology</p> 					<p>biotechnology has published, among others, relevant articles on the greenhouse production and the effects of the adoption of multivariate model of production on the yield. Furthermore, the university has a noteworthy international network and is an international funds recipient.</p>
<p>University Fan S. Noli, Korça Faculty of Agriculture</p> 					<p>The faculty of agriculture furthers the innovation in the agricultural field implementing projects to enhance Albanian first sector. The scientific research work is also promoted through periodic activities, scientific conferences, promotional posters, and by increasing interdisciplinary research. The scientific research is based on quality standards and tries to increase the research culture which will lead to the creation of research centers. Another important strategic objective is the establishment of an Innovation Center, which will serve as a cornerstone for scientific innovation, tracing new ideas, contemporary technologies, spin-offs and a tendency to connect with industry and research marketing. One of the aims is to boost the state-of-the-art technologies in the first sector. It has an important international network and has published different articles on relevant topics related to the agricultural field.</p>
<p>Academy of Sciences of Albania</p> 					<p>It is one of the most important scientific institutions of the country. The academy has an international network with other important international academic institutions. Periodically it organizes conferences on topics related to the agricultural technological advancement</p>





						in order to increase the production level of the first sector and make it competitive in foreign markets.
<p>Tirana Regional Development Agency</p> 						<p>Tirana RDA gathers and distributes information by means of periodicals, books, data banks in order to guarantee to local firms constant and updated information on the opportunities offered by international markets and on laws, economic conditions etc. RDA experts, organized in teams by subject, assist and support companies in managing different matters such as: marketing, management, finance, export, investments/technology solutions etc. Tirana RDA devotes its strengths to training activity designed for businessman, young people and women, individuals and organizations (NGO-s). Tirana RDA has carried out many research and studies for local market and foreign companies. Since the foundation the agency has already carried out many projects with positive results. The agency boosts the collaboration among different actors of society, individuals, NGOs, firms and national and international authorities.</p>
<p>Sustainable Economic Development Agency</p> 						<p>The agency, in the last years, has been involved in many international projects and has worked along with local and foreign institutions to the implementation of projects related to enhance the sustainable development of the country and the alignment to the EU provisions.</p>
<p>Agricultural Rural</p>						<p>The Agency works in collaboration with the Ministry of Agriculture and and Rural Development and the Ministry of</p>


<p>Development Agency (ARDA)</p> 					<p>Economic and Finance. It has been created with the aim to support farmers to access to European funds programs to boost agricultural sector, providing counselings activities and useful information.</p>
<p>The Abanian Network for Rural Development</p> 					<p>The network has been created with a bottom-up approach by associations from civil society that deal with rural world. It gathered a large number of rural groups together, to build a network that utterly represents the country in a rural parliament. The aim of the network is to exert a lobby activity on the national government in order address the issues of rural areas. The main activities of the group are:</p> <ul style="list-style-type: none"> ✓ Cooperate, coordinate and advocate jointly with communities, relevant local and national partners, public and private stakeholders, towards sustainable rural development ✓ Promote and support community-led local development (CLLD) ✓ Support the relevant local stakeholders for the implementation of the Cross-Cutting Strategy for Agriculture and Rural Development, in particular the implementation of local strategies for the Local Action Groups(LAG) and Leader + ✓ The network is a good recipient of international funds and has already implemented projects to boost the local economy.

<p>U.S. Agency for International Development</p> 					<p>The agency operates in the country since 1992 with the aim to help the country to move from a central-planned economy toward a market economy. The agency supports projects that have a positive impact on small and medium enterprises. In particular the agency has been focused in the last years on the greenhouse production helping farmers in Berat region to boost their businesses through state-of-the-art technologies that will increase the yield and the turnover. However, a poor number of events are organized by the agency in order to raise awareness in the rural society about the best business practices.</p>
<p>Municipality of Poliçan</p> 					<p>The municipality that belongs to Berat region offers free counselling and services to its citizens in order to increase their awareness about the financial supports to new business activities offered by the EU.</p>
<p>Agrinet Albania</p> 					<p>Agrinet is a cluster of small and medium enterprises that operate in the rural business. The cluster offers many services to participants and has many partnerships with foreign countries among Europe, however it is not possible to determine the number of the events organized by the network and the impact on the actors.</p>
<p>Ministry for Agriculture and Rural Development</p>					<p>The ministry is the main authority in agricultural field and has a crucial role in the formulation and implementation of agricultural policies.</p>

 <p>REPUBLICA E SHqipëRIE MINISTRIA E BUJQËSISË DHE ZHVILLIMIT RURAL</p>					
<p>PREPARE: Partnership for Rural Europe</p>  <p>Partnership for Rural Europe</p>					<p>PREPARE has a composite organizations. The main aim of the network is to raise awareness about the rural sustainable development. In order to accomplish its objective the network organizes many workshops, events and seminars with its participants. Moreover, the network operates along with other rural networks in nearby countries.</p>
<p>Municipality of Berat</p> 					<p>The municipality offers many services to its citizens in order to boost the rural development of the area.</p>
<p>Municipality of Fier, Albania</p>  <p>BASHKIA FIER</p>					<p>The municipality has proven to be in the last years a good EU funds and international donors' recipient offering counselling services to its citizens. The Municipality of Fier is providing high quality and timely services to citizens and local business, by promoting and encouraging sustainable local economic development with focus in small medium agricultural and agro food enterprises, application of innovative strategies and technologies in the agro food sectors, clustering, export-oriented branding and marketing of the local production.</p>
<p>The Albania Agribusiness Support Facility (AASF)</p>					<p>It is a financing framework developed by European Bank for Reconstruction and Development (EBRD) in cooperation and with support from the Government of Albania. The main aim is to facilitate the access to loans for small and large</p>

					<p>enterprises that operate in the agricultural market. The final beneficiaries of AASF are farmers, entrepreneurs and companies that are engaged in primary agriculture, agricultural equipment production and trade, logistics, agribusiness service providers, agricultural processing, wholesale as well as retail traders. Agribusinesses may also benefit from the EBRD Advice for Small Businesses programme, which provides consultancy on strategy development, marketing, technical restructuring and other key institutional development areas by international and local experts. This technical assistance is provided by a consortium of GFA Consulting Group (Germany) and CBS (Albania).</p>
<p>Chamber of commerce</p> 					<p>The chamber exerts a lobby activity in order to push the legislators to adopt policies that are suitable and that can boost the agribusiness and the greenhouses producers.</p>
<p>Albanian Local Capacity Development Foundation</p> 					<p>The aim of ALCFD is creating a financially sustainable and vibrant Local Capacity Development Facility serving rural communities in Albania. ALCFD is focused on the improvement of the service environment for capacity development services. It experiences the first model in Albania that offers two main facilities on Grant making (Partnership for Innovation to fund initiatives of local actors such as testing innovations and scaling solutions) and Brokering (for example, a PORTAL for connecting applicants, service providers</p>

					and funders /donors or making market information transparent and accessible).
Albania Energy Association 					The association of energy producers organizes many events in order to enhance the production and consumption of renewable energy in the country. The association works close to the government, small and medium producers and investors in order to achieve the objective to move toward a sustainable energy pattern.
Albanian Association of Municipalities  <small>Albanian Association of Municipalities</small>					The aim of the association is to facilitate the establishment of contacts between municipalities and their foreign partners as analogous associations, international institutions, aiming the exchange of information and development of common programs for cooperation. The association boosts the municipalities' cooperation throughout the country and works close to the central government for the protection of the local self-government bodies' interests.
Albanian-American Development Foundation  <small>Albanian-American Development Foundation</small>					The main aim of the association is to promote the private sector in Albania and the cooperation of its members in order to catalyze the change toward a more sustainable economy. It also provides services to get entrepreneurs in touch with other actors of civil society, included students. The association can also rely on USAID agencies to funding its programs.
The Albanian Microfinance Association  <small>THE ALBANIAN MICROFINANCE ASSOCIATION</small>					Since 1992, the Albanian microfinance has achieved to inject into the Albanian economy over USD 1 billion in funding, and to support over 350,000 small farmers and entrepreneurs with adapted micro-loans. The institution is concerned not only in financing small and medium

						enterprises, firms and individuals, that operate in the first sector, but also in funding projects that have a social impact on society and a positive impact on the environment. However, the number of events organized by the microfinance institution seems to be poor or lacking.
<p>Agro & Social Fund</p> 						The institution provides funding especially to small and medium enterprises that operates in the agricultural field in Albania. However, the number of events organized by the microfinance institution seems to be poor.


N/B:


- The Region of Berat is not in the list with the identified mechanisms due to the fact that the authority is already a project partner.
- The evaluation of the above mechanisms/actors was based on the available online information.



3.1.6 Cyprus


Table 5 – Comparative analysis



Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
Anel Nicosia Development Agency						The agency has been created by the Municipality of the Greater Nicosia with the


Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						<p>aim to acquire larger amounts of EU funds. It promotes new collaborations between the actors of the quadruple helix. One of the services offered is the creation of synergies among public, semi-public and private actors. Furthermore, in order to foster the collaboration among different actors the Agency organizes training activities, seminars and events. In addition, it can rely on the credibility acquired so far as an operative branch of a governmental body. The Agency has a positive impact in the collaboration of different actors; it favours synergies and cooperation through the provision of services bounded to the development of activities that can catalyze the access to financial schemes and funding provided by the European Union. Albeit the general positive impact, the identified mechanism</p>



Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						seemed to have a poor impact on the adoption of the existing policy framework.
<p style="text-align: center;">Invest Cyprus</p> 						<p>The Agency has a moderate impact in the facilitation of new collaborations between actors. Although it has a strong bond and works together with some governmental bodies and institutions in order to foster the adoption of specific policies, it has a poor ability in increasing the collaboration between different actors. This problem is perhaps linked to its poor ability in organizing events aimed at boosting the collaboration among different categories of stakeholders. On the other hand the Agency provides support to investors and it's one of the main private bodies that collaborate with public authorities.</p>
<p>Larnaca and Famagusta District Development Agency (ANETEL)</p>						<p>The identified mechanism has a positive impact on the facilitation of new collaborations among</p>


Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						<p>public, semi-public and private actors. The Agency is concerned on the expansion of the existent collaborations, seeking to enlarge its network in the Balkan and Mediterranean regions. The agency provides supports through the financial schemes provided by national and supranational bodies. Furthermore, the credibility of the agency that has been created by the municipalities of the Larnaca district gives an added value to the identified mechanism. Although the number of events organized seems to be moderate, it is a valid mechanism in the promotion of synergies among the actors of the quadruple helix.</p>
<p>Information Portal for Funding Programmes</p> 						<p>The portal shows positive results on the facilitation of new collaborations among actors because through the web platform it is possible to find partners if it is required by the specific programme to</p>



Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						<p>apply for. However the Portal does not have top notch ability in organizing events that can boost the collaboration among stakeholders. In fact, the number of events seems to be poor or inexistent. However, the on-line services offered and the exchange of know-how among different partners has positive repercussions on the collaboration of the quadruple helix actors. The portal is a reliable and credible on line tool that can enhance collaborations among actors providing thorough information about the existing funding opportunities and the possibility to build solid partnerships. The impact of the portal in the adoption of the current policy framework seems to be poor.</p>
<p>Cyprus National Rural Network (CNRN)</p> 						<p>The CNRN highlights the benefits of networking for rural stakeholders; its main objectives are to increase participation, improve the quality of the</p>

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						rural development policy and increase awareness on the programme opportunities.
<p>Municipality of Larnaca</p> 						The Municipality has a moderate impact in the facilitation of new collaborations and a scarce number of events are organized by the institution. However, the credibility of the mechanism is notable and thanks to its activity of information, through specific offices, the municipality offers, to different actors, useful information about general opportunities of funding provided by national and supranational bodies. The impact of the mechanism in fostering the adoption of the existing policy framework seems to be moderate.
<p>The Green Cluster</p> 						The cluster was born with the idea to get in touch experts and young professionals from different fields to strengthen their network and create development projects based on the


Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						<p>concepts of innovation and sustainability. The number of events seems to be poor based on the available information. The cluster's added value is represented by the number of experts in sustainability that it gathers and remarked by the prestige of its international donor. The cluster has eventually a moderate impact on the promotion of collaboration and synergies among the actors of the quadruple helix.</p>
<p>AKTI Project And Research Centre</p> 						<p>The research centre seems to have a good impact in fostering the collaboration among actors. It organizes many events to raise awareness about issues such as sustainability and environmental protection. The mechanism has actively participated in the organization of many other activities such as seminars and workshops in collaboration with public institutions, schools</p>



Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						and universities. It can bring an added value to the collaboration. However, the centre seemed to have a poor impact on the adoption of policies.
<p>Panagrotikos Farmers Union</p> 						Panagrotikos Farmers Union is the largest agricultural organization that represents almost all agricultural production of the Republic of Cyprus. The aim of the association is supporting farmers at all levels. It is also actively involved in the formulation and implementation of the agricultural Policy of the Republic of Cyprus.
<p>Cyprus Chamber of Commerce</p>  <p>CYPRUS CHAMBER OF COMMERCE AND INDUSTRY</p>						Provision of services for research, evaluation and training of rural population, private and public organizations and provide consulting services in Cyprus and abroad, either free of charge or on a fee basis, where this is feasible and mutually beneficial.
<p>CYRIC</p>						Cyrac is the first Cypriote business incubator. It seems to have a moderate


Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						<p>impact in the promotion of collaborations and synergies among the actors of the quadruple helix because it can poorly gather together members of SMEs, Institutions and individuals. The incubator however provides financial supports and seeks to transfer knowledge among its customers that operates in different economic sectors. Its credibility is corroborated by the award obtained as a first business incubator in the island. However, the impact of the incubator in the adoption of the existing policies seems to be poor.</p>
<p>Ministry of Agriculture, Rural Development and Environment</p> 						<p>The Ministry through its programs and the institutions that it controls foster the collaborations among actors. The number of events organized and realized directly by the Ministry seems to be poor. It offers many services and through the organizations that it manages seems to</p>

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						have a good impact in fostering collaborations. The Ministry played a crucial role in the adoption of the existing policies.
<p>Department of Agriculture</p> 						The mechanism indirectly fosters the collaboration among actors. The number of events directly organized by the mechanism seems to be poor. The department provides support to farmers and financial services. The added value of the department is corroborated by its belonging to the Ministry of agriculture and Rural Development. Furthermore it might have had a good impact in the adoption and implementation of the existing policy framework.
<p>Friends of the Earth Cyprus</p> 						The association organizes many events and seminars to raise awareness about the benefits that derive from the sustainable practices in agriculture and to gather together members of the civil society and small

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						producers. Hence, it has a positive impact in fostering collaborations among actors of the quadruple helix. However, it seems to have a poor impact in the adoption of the current agricultural policies.
<p>Cyprus Agricultural Payment Organization</p> 						The Organization is the responsible authority that distributes the payment among the beneficiaries of the different financial schemes provided in accordance with European Union Common Agriculture Policy. Albeit the poor number of events organized directly by the agency to boost synergies among actors, the Organization provides services and financial schemes that can actually have a positive impact on the collaboration among stakeholders. Moreover, it might have had a positive impact in the adoption of the existing policy framework.
<p>European Funds Unit</p> 						The credibility of the Unit is supported by the control of the Ministry of

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						<p>Interior over it. It had a positive impact on the adoption of the existing policy framework. However, it seems that a scarce number of events are organized by the agency that can poorly get in touch actors from different segments of society. Albeit the poor provision of events, the Unit is in charge of providing financial schemes that can improve the general conditions of the first sector in the country.</p>
<p>Directorate General for European Programmes, Coordination and Development</p> 						<p>The Directorate is the authority in charge of providing information to different actors of the society about the access to financial opportunities provided by the European Union and other organizations. It organizes a large number of events, workshops, seminars and training activities. It had also a strong impact in the adoption, promotion and implementation of the existing policies. Therefore, the Directorate</p>

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						has a noteworthy ability in influencing and enhancing the creation of synergies and new collaborations among actors of the quadruple helix.
<p>Service of Industry and Technology</p> 						The impact of the mechanism in fostering the collaboration of actors seems to be moderate as well as the number of the events organized by the Service. However it is a credible entity that operates to boost the access to financial schemes for different actors of the economic system. It had a positive repercussion in the implementation of specific policy proposals aimed at increasing the innovation and the investments in new technologies for local SMEs.
<p>Cyprus University of Technology</p> 						The Campus is one of the most Academic Institutions in the country. It realized many research projects on relevant topics related to agriculture and the state-of-the-art

Identified mechanisms/initiatives	C1	C2	C3	C4	C5	Justification (short paragraph presenting pros & cons of each mechanism/initiative)
						technologies that can be used in this economic sector to improve the production process. It has a good impact in the promotion of collaborations of SMEs in the educational process in order to provide higher level of understanding of the first sector's issues to its students. It seemed to have a moderate impact in the adoption and promotion of the existing policies.
<p>Municipality of Nicosia</p>  <p>Δήμος Λευκωσίας Nicosia Municipality</p>						The Municipality has a moderate impact on the promotion of new collaborations among different actors. The number of events organized seems to be scarce, however the Institution is the responsible authority for the implementation of the existing policies and provides information through its office about the possibility to obtain grants from supranational institutions.

3.2 Recommendations for the establishment of new mechanisms of cooperation between policy makers and stakeholders in agriculture/greenhouse sector

3.2.1 Greece

After assessing the mechanisms of table 1, a limited number of mechanisms (such as the Green Fund, the GSRT) have been identified for funding innovative projects related with agriculture/greenhouse sector and promote synergies and partnerships between actors of the quadruple helix at regional or territorial/transnational level.

In this context, the establishment of more funding mechanisms that will favour the collaboration of the actors to develop joint concepts and high quality products is strongly recommended. A fine model of this could be the Action “Ερευνώ – Δημιουργώ - Καινοτομώ” or “Research – Develop - Innovate” which links the research with entrepreneurship and promotes collaboration models between actors of the quadruple helix. Among others, the Action aims at enhancing the competitiveness, the production and the extroversion of the SMEs to international markets, contributing to a transition into a qualitative innovative entrepreneurship and enhancing domestic added value.

Furthermore, a mechanism that will promote and demonstrate innovative technologies and all the aspects that required for their construction, their installation and their operation is also essential. The lack of proper information and capacity building seminars for the stakeholders is an obstacle that needs to be addressed by existing mechanisms (through organising demonstration events & training seminars) or by developing new ones.

Furthermore, a mechanism that will analyse the market of the sector and inform the stakeholders with opportunities and trends would be also vital. By identifying the future needs of the market, the actors can better plan their future activities and will be able to know what kind of collaborations are needed in order to develop a new product or technology.

Taking into consideration the above, one integrated mechanism, which could provide business-oriented support services to its members (actors of quadruple helix of greenhouse/agriculture sector) and promote collaboration and synergies among them could be the Agricultural Transnational Innovative (ATI) Cluster, which will be established in the context of the MED Greenhouses project. The ATI-Cluster is presented in the following section.

3.2.2 Italy

The analysis of the identified mechanisms of the sector has been performed on the actors of 4-helix (Enterprises, Academia, Government, Civil Society) of the Greenhouse Industry at national and regional level. The analysis of stakeholders showed a great variability and a different absences and lack among the actors. Using the Quadruple Helix and involving the citizens in the development of an innovation can lead to more successful, user-oriented innovations. The end users will be more likely to accept and use the innovation. It will also have a greater social benefit at a lower cost and improve empowerment of the citizens, who will increasingly experience trust towards the innovators and become an active part of the innovation system.

The SMEs usually offers products and services related to the greenhouses sectors, starting from the design and installation of greenhouses, the equipment and systems for the automatic control of greenhouses and related air conditioning systems, up to accessories for greenhouses, greenhouse coverings for mulching, automatism for greenhouses.

Large companies are involved in the production of greenhouses for horticultural and floricultural productions, warehouse greenhouses, farm greenhouses, photovoltaic greenhouses, garden centre greenhouses and greenhouses for any other use and coverage. Are also involved in the production of a wide range of control units for the greenhouse's management, such as irrigation fertigation and climate control.

Both SMEs and Large Company rarely have relations with other actors in the supply chain, such as universities, civil society, etc. Their reference is the buyer; in most cases, they are not involved in cluster.

Innovative Start up purposes is the production of innovative services with high technological value, related to energy systems for air conditioning with renewable energy sources, geothermal systems with vertical (closed circuit) or ground water (open circuit) probes, more generally in innovative solutions.

Universities and Research Institutes contribution to innovation has only recently become one of the main missions of the University sphere, creation of knowledge has always been a fundamental goal of the Higher Education Institutions (HEIs).

At a national level, both universities and research centers are strongly committed to developing innovative greenhouse technologies. They are often present in clusters and participate in projects with national and international partners.

Regions, Municipalities, Ministries, Chambers etc. are involved in projects with the aim to develop and innovate the agricultural and agro-industrial system. Actors are involved at international level, national level and regional level.

Usually there is strong territorial collaboration in projects involving several municipalities, regions, chambers of commerce, local action groups and regional or national research centers. The projects aim is to promotes the dissemination and

exchange of know-how (transfer knowledge), develop new systems (research activities), innovative methodologies and technologies for monitoring, control and increase the efficiency of the greenhouses system (rational use of resources: fertilizers, energy, water).

Initiatives Civil Society: NGOs, Associations, Clusters, fosters the aggregation of companies, universities and research centers that collaborate to increase and improve technological development and innovations in the agri-food sector.

The financial schemes for eco-innovative investments in Italy were investigated. Existing knowledge and the state of play technologies of innovative greenhouses in Italy were analysed and available financial channels for eco-innovative technologies were identified. The aim was to identify the obstacles and the existed bottlenecks and design tailored policy recommendations for the establishment of innovative (geothermal) greenhouses.

Ultimately, the picture of eco-innovation in Italy presents lights and shadows: if it is true that many fundamental elements are already present, that some companies are able to bright and produce eco-innovations of international value, that on this theme there is an increasing commitment from big companies and from the side of the general public, it is equally true that, to make the real leap in quality and become European leaders eco-innovation requires a clear willingness to invest in research in order to dedicate significant resources to these economic issues and develop an integrated collaboration among different actors.

'A collective entity formed by individual users living on a territory and interacting with university, industry and government as customers, citizens or members of a community in order to contribute to build new innovation paths which are able to promote the socio-economic growth of the territory. Civil society demands that innovations are made according to its needs, releases feedback on products and services (and on their innovation value), and provides its own contribution in terms of knowledge, inventiveness and creativity.

Civil society is constantly interacting with the other three helices as a result of enabling technologies for information and communication which make social inclusion possible in real time and at low cost.'

3.2.3 France

After assessing the gaps of identified mechanisms, SEMIDE has outlined some recommended measures.

Recommendations:

- The financial mechanisms should be defined for farmers to lower the risk linked to high investment in innovative greenhouses. These mechanisms should also provide support for the development of new business models linking greenhouse innovation with the agri-food value chain.
- Mechanisms should foster the communication between actors through public events, and dissemination activities.
- Regional and national organization should facilitate the exchange of know how between researchers, farmers and technology providers: through common opened platforms (free access)
- Mechanisms should include capitalization chapter in order to build on existing innovation to avoid duplication and to promote success stories from different actors and different countries

3.2.4 Spain

After assessing the identified mechanisms each partner should identify the gaps and recommend corrective measures for the existing mechanisms or propose new mechanisms (these could be based on best practices that applied in other sectors or other regions/countries) that can be established at regional level.

From the perspective of stakeholder involvement, eco-innovation projects in agriculture based on **collective actions** involving multiple stakeholders are even more attractive. These joint or collective projects provide particular opportunities to take advantage of greater stakeholder participation to achieve better rural development results. However, increasing or improving stakeholder participation in rural sector/greenhouses, clearly means more than simply improving the adoption of standard support measures or project grants.

At a higher level of stakeholder participation, participatory planning of local rural development strategies is contemplated, for example European programmes such as Leader, participatory local development and other local planning initiatives, that enable stakeholders to do more than improve the execution of individual projects, as they allow them to design and implement integrated local strategies for rural development.

3.2.5 Albania

After assessing the analysis of the identified initiatives, a mechanism that can gather together the different actors of the quadruple helix would be essential in Albania. Even though academics, networks of farmers, NGOs and institutional bodies work for the same aim that is to reach a sustainable development model in agriculture, an institution that can address all the issues related to the first sector and can provide a univocal strategy to switch toward more sustainable practices is still lacking. For this reason the development agencies, for example, that work in collaboration with the local government and the ministry of agriculture and water management, with the aim to catalyze the change in agriculture using the pre-accession funds from EU, should involve in the conversion process members of the academic world as well. In this way all the actors that constitute the Albanian civil society and the stakeholders interested in the project will be able to cooperate and collaborate with each other through the national agency for the rural development. In order to boost an effective change in the rural economy it is crucial to involve individuals as well.

The following three main problems can be drawn based on the findings of the Gap Analysis (del.3.1.5) and after assessing table 1: the **fragmentation**, the **poor advanced technologies usage** and the **low –capacity building level on innovative technologies or sustainable agricultural practices of farmers**. The findings of the deliverables 3.1.1-3.1.5 show that most of the firms are small and medium size enterprises that employ few workers. Furthermore, the land is highly fragmented in small lots. Being the size very small it is hard to invest in innovation for farmers willing to improve their production conditions, even if mostly they are completely unaware about the best agricultural practices and innovations. For these reasons the national and regional development agencies should get more in touch with local NGOs that operate in rural areas, because they are the organizations closest to individuals and small farmers. For instance training capacity building seminars with study visits in farms that have already adopted innovative technologies or sustainable production models can give to small farmers an insight on new business opportunities and good environmental practices. Universities, at the same time, should support farmers organizing more free training classes to educate them to sustainable practices in agriculture, rather than conferences for a small number of academics. Tackling the shift toward a more sustainable pattern in holistic way can give the chance to Albanian agriculture to catch up with other European countries in terms of innovation, sustainable production of food and energy and civil society cohesion.

3.2.6 Cyprus

Some of the mechanisms identified in the country seem to have a positive impact in the creation of new collaborations among the actors of the quadruple helix. The presence of development agencies *ad hoc* created to boost synergies among the different actors of the society is a good starting point to let new collaborations mushroom throughout the country. However, an aspect of the existing mechanism that can be improved is the collaboration of Academic Institutions and their closeness to the issues faced by the actors of the civil society. In order to catalyze the process of the knowledge, transfer more training activities for small farmer must be organized. In this way, young professionals that seek to learn and later to invest in the primary sector can acquire specific competencies on the field and provide useful information and suggestions to the SMEs' owners and farmers about the new advanced technologies and the best sustainable practices in agriculture.

Additionally, the development of a Cluster concerned with issues of the Agriculture sector could be ideal as it could bring together researchers, enterprises, farmers and policy makers improving the environmental, economic and social conditions of the rural areas in Cyprus. The Cluster would also contribute to extroversion of the SMEs of the sector through developed synergies with relevant actors of other Mediterranean countries. This Cluster could be the ATI-Cluster, which will be established during the MED Greenhouses project and it is described in section 4.

4. Recommendations for the business model of Agricultural Transnational Innovative (ATI) Cluster

4.1 Greece

The Agricultural Transnational Innovative (ATI) Cluster (operation model)

This section presents the proposed operation model of the ATI-Cluster, as this was agreed by the partners of the MED Greenhouses project and after taking into consideration their input and a number of consultations that took place between them, during the implementation of the project.

Vision – Mission - Objectives

ATI Cluster's Vision

To operate as a bridge between researchers, enterprises, farmers and policy makers in order to improve the environmental, economic and social conditions of the rural areas across Mediterranean region.

ATI Cluster's Mission

ATI Cluster's main mission is to stimulate and promote sustainable production techniques by facilitating the dissemination and the transferring of the information and innovative technologies among key actors of the agriculture/greenhouse sector.

Specific Objectives

- Increase the rate of success and effectiveness of the projects implemented by its members.
- Enhance competitiveness within local and international market, promoting environmentally friendly and cutting-edge technologies.
- Enhance the quality and increase the production agricultural products with minimum water and energy sources.
- Evaluate & deploy new agricultural techniques.
- Create & Encourage synergy between members and key actors of the sector.
- Stimulate, assist & promote eco-innovation, identifying financial mechanism and financial opportunities including potential investors.
- Develop & boost the economic development of innovative companies.
- Produce Economy of Scale (costs decrease when company size increases) and Network Effect (the value of a product or service increases when it is used more)
- Facilitate the introduction of innovative technologies in the greenhouse sector and knowledge transfer

Structure & Governance scheme

ATI Cluster's organisational chart should be flexible, allowing its members to take a leading part in actions and services that can be offered along with their specialised

knowledge and experiences. Having taken under consideration the vision, the role, the main challenges that will jeopardise its viability, as well as the duties of the members of the Cluster, the following structure is proposed:

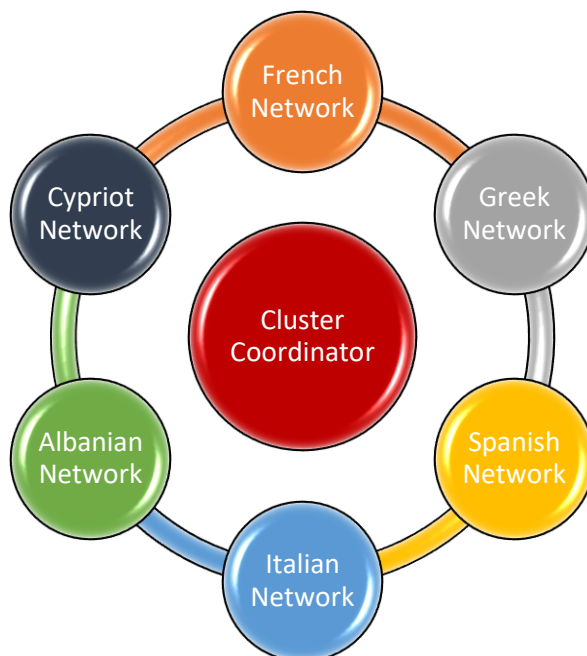


Figure 1 – ATI-Cluster's networks

The Cluster Coordinator

The Coordinator will be responsible for the overall management of the Cluster and coordination of the networks. The Cluster Coordinator could be the Project Coordinator of the MED Greenhouses project or a representative from one of the partners.

Main duties:

- ✓ Prioritisation of project objectives throughout the operation of ATI Cluster,
- ✓ Engage and support the National Networks for their effective collaboration,
- ✓ Represent ATI Cluster in national and international key meetings,
- ✓ Monitor and assess the overall performance and sustainability of ATI Cluster,
- ✓ Monitoring and facilitating information and general communication within ATI cluster, anticipating and dealing with potential risks, recognising and evaluating available opportunities and ensuring effective communication between the Management Team (Networks' managers) and the Working Groups (advisors & members) of the National Networks.
- ✓ Organisation of transnational meetings between National Networks, one every 6 months.
- ✓ Promote the launch of transitional projects.
- ✓ Expand the ATI-Cluster in other EU countries, persuading key actors of the sector and trigger them to establish New National networks.

National Networks

ATI Cluster will consist of 6 National Countries, the partners' countries of the MED Greenhouses project.

Each National Network is recommended to be represented by 3 persons (in the early stages of cluster's operation): One Network Manager, and 2 advisors. These could be representatives/staff of the project partners.

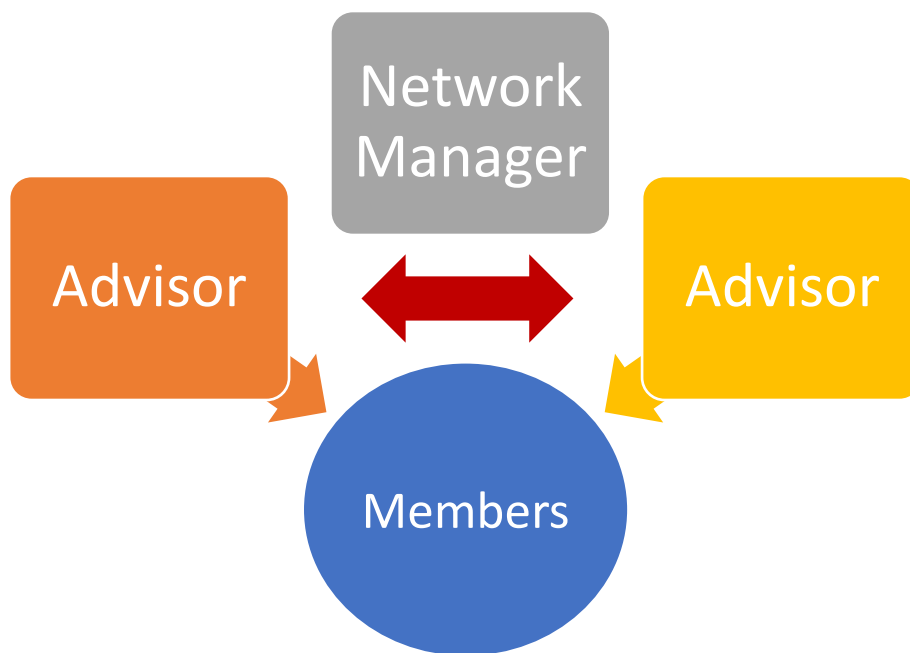


Figure 2 – National Network Structure

Main duties of the Network Manager:

- ✓ Support the objectives of ATI cluster at both national and international level
- ✓ Identify financing schemes and opportunities
- ✓ Promote international tactics and transferring know-how at a local level
- ✓ Engage stakeholders – register members
- ✓ Communicate with the other network managers
- ✓ Develop information campaigns
- ✓ Organise capacity building seminars/webinars
- ✓ Organise working groups with members
- ✓ Promote synergies and develop joint projects
- ✓ Transfer knowledge to members
- ✓ Support the Coordinator in the evaluation and quality control of cluster actions through the collection and provision of quantitative and qualitative objectives)

Main duties of the Advisors:

- ✓ Support Networks' Managers with the offered activities/services,
- ✓ Communicate and advice/inform members for technical and financial issues,
- ✓ Register new members following the marketing/communication strategy of the Cluster,
- ✓ Assess the profile of the members (offered services/products & their needs),
- ✓ Search for grants for Cluster's sustainability,
- ✓ Support the manager in the organisation of working groups with
- ✓ Communicate with the advisors of the other networks, identifying possible collaboration & synergies between members of the networks.

Proposed Legal Framework

Due to the limited available time, the ATI Cluster will operate without having any legal form, at least for the first 3years of its operation. After this period, the form of a Non-governmental organization will be assessed.

Proposed support services / main activities offered to members

1. SMEs & Farmers missions to end-users of the agriculture/greenhouse sector

The personal contact and the presentation-promotion of the offered products/ services of farmers and SMEs to end-users / beneficiaries of agriculture sector in individual meetings are an important step for creating collaborations. These missions can include, among others, B2B meetings between selected members of the cluster and agricultural industries such as agro-industry and fertilizer industries to present, promote and match the compatible technologies / services offered by the entire ATI - cluster formation with potential needs of the agricultural sector. Indicative fields of the sector could be:

- ✓ Greenhouse Constructions- Installations
- ✓ Food technology
- ✓ Advanced Packaging
- ✓ Digital agribusinesses
- ✓ Organic foods
- ✓ Agro-tourism
- ✓ Patent Applications (copyright protection support)

2. Networking & Matchmaking

The Cluster coordinator and the Networks' managers, with the support of their advisors, will analyze the activities of the members of the cluster, identify business opportunities and propose transnational synergies - collaborations between the members of each country, taking into account the offered services/products. They will also seek for networking and matchmaking with actors outside the Cluster.



3. Provision of Pitching & Coaching/mentoring services

The visibility of cluster members' activities and their guidance for achieving their goals should be Cluster's priority. The relevant services should identify new business opportunities, their representation in exhibitions and their guidance for the valorization of technological innovations, new business models and their differentiation in the market.

4. Organization of Info days & capacity building seminars

Through the e-learning platform (Del. 3.2.2) and based on produced training material (Del. 3.2.1) as well studies related to financial channels (Del. 3.1.3) and innovative greenhouse technologies (Del. 3.1.1) the Networks can organize capacity building seminars/webinars and info-days informing the members about innovative greenhouse technologies and financing schemes at regular basis (e.g. every 4 months).

5. Other offered services to members:

- ✓ Interactive Mediterranean framework for the creation of innovative projects
- ✓ Sharing success stories from different actors
- ✓ Advice and technical suggestions
- ✓ Provide a database of Mediterranean actors
- ✓ Offer/propose innovative tools for agricultural management,
- ✓ Promotions of members' activities and products
- ✓ Financial advices and suggestions of financial mechanism
- ✓ Chance to share opinion with policy makers – organization of consultations

Proposed communication/marketing approach in order to register new members and promote synergies/collaborations

The governance scheme should define the business and communication strategy in line with the cluster's objectives in order to increase the number of the members and attract more investors.

A marketing plan should be elaborated identifying potential market segments, customers and new members and define available promotion approaches and channels which could contribute to product/services valorization.

Additionally, the information, communication, awareness raising and dissemination activities will be based on a communication plan. This plan will be the cornerstone of all communication related activities and it will be internally updated at regular basis by the communication officer who will be a member from the management team of the Cluster. Milestones of the Joint Communication Plan are the following:

- I. Establishment of the Cluster's identity (Logo, presentation template etc.)

- II. Define the Cluster's communication approach towards its members and related key stakeholders/players.
- III. Establish the joint communication channels and means
- IV. Define and describe relevant communication material

Key questions that need to be addressed will include:

- Who are the cluster stakeholders?
- Why is it important to communicate with the cluster stakeholders?
- What needs to be communicated to the cluster stakeholders?
- When should this communication take place?
- What communication mechanisms should be employed?
- What are the key challenges for effective communication?
- How can these challenges be overcome?

Potential members:

The main stakeholder groups/potential members for knowledge-intensive ATI clusters should be **farmers** and **SMEs** of the sector.

However, other Key stakeholders can be large companies (etc. greenhouse manufacturers, agro-food companies), Research institutes, national and regional policy makers, development agencies, agricultural associations, Technology Transfer Offices, incubators, NGOs and other supporting structures.

ATI Cluster should present accurate, meaningful and actionable information to a highly diversified audience. It is therefore important to acknowledge the difference between various stakeholder groups and tailor communication to the needs of particular group(s).

Online Market place:

An **online-platform** (market place), facilitating an effective communication and the creation of synergies and collaborations at transnational level should be created. This platform will form the basis for all communication within the cluster and would be the agreed basis for information sharing and dissemination. Failure to communicate effectively leads to delays in collaborative action, reduces the quality of shared information and thus hinders the development of the cluster.

Other Communication aspects to be taken into consideration:

The Communication with stakeholders and the members of the Cluster should be occurred on a regular basis. Communication will be elaborated taking into account that members require daily attention and others that may only need passive communication every few months. Web-enabled solutions allow for a constant flow of up-to-date

information to a wide variety of stakeholders (e.g., customized cluster web pages depending on a stakeholder group).

- Communication routines will be developed with different methods and will be used to communicate with different stakeholders. A selection of specific communication mechanisms includes newsletters, Annual Reports, emails to stakeholders, interactive web portals; formal and informal dialogue (e.g., meetings) will be elaborated.
- Communication with cluster stakeholders should be based on a clearly defined communication plan and follows agreed timeline.
- Each Network should have a communication officer (This role can be given to one of the advisors)
- The development of a common brand (including the visual identity of the cluster) should be developed, presenting the cluster at national and international conferences and exhibitions, preparing press releases and giving interviews.
- Media events and press releases will be used for communicating with the media and the outside world. Media events will be combined with network workshops or other cluster events.

For the early years of its operation, the ATI-Cluster can make use of the communication plan elaborated in the context of the MED Greenhouses project.

Sustainability Factors

1. Grants - Funding Schemes

The funding of the ATI Cluster is one of the main factors for its sustainability. The budget of the Cluster should be exclusively dedicated to the governance, its operational activities and the associated costs in terms of salaries and non-staff costs. Once the ATI - Cluster has a dedicated team to support the member's activities (Cluster Coordinator, Networks Team etc.), sources of funding are required for its operation. These resources could be:

- Venture Capital
- Membership fees
- Business Angels
- Funds from banks
- Public funding (including operational programs)
- European Funding
- Fee-based services (services offered to cluster members or outside)
- Private sources of funding as in-kind (non-cash) contributions (e.g. seconded staff from members)

2. Promotional activities

The governance team shall define the business and communication strategy in line with the cluster objectives in order to increase the number of the members involved and attract more investors contributing to the funding of its activities and its operation.

3. Evaluation of performance indicators

The assessment of the performance of the ATI Cluster should be based on a review of defined quantitative and qualitative indicators addressing categories such as:

- Formalization of economic, technological & scientific objectives
- Evolution of the cluster perimeter (critical mass)
- Number & quality of the actors involved
- Business-research-training synergies
- Qualities of governance
- International visibility & international projects
- Territorial anchorage
- Presence of funders
- Human Resources&Training

4. Follow-Up activities

The partners of the MED Greenhouses project should proceed with the elaboration of special agreements (this is planned to be undertaken during project implementation) aiming at ensuring the continuation of their cooperation after the project's end as well as their interaction at transnational level within the ATI Cluster. These activities should focus on the Eco-innovation and Greenhouses/agriculture sector, setting specific set of actions and framework that will foster the continuation of its successful operation. The Partners of the project should establish special written agreements, in order to ensure their cooperation at transnational level. Among others, the Agreement should include the responsibilities and the privileges of Cluster's members and the terms of the membership including details about member's fee, participation in cluster's regular meetings, conferences, training seminars etc.

5. Links with other Existing Clusters & Network of the agricultural sector

In order to guarantee the sustainability of the cluster it is important to link it to existing clusters. So the National Networks should identified any existing Cluster and create synergies and collaboration with them.

6. Number of members & Fees for membership in order to maintain the cluster activities

One of the main sustainability factors of every Cluster is the number of the registered members that need to be reached. A critical mass for the early years of its operation should be **30 members** per Network (National level). Once the cluster maintains the critical mass of the satisfied members for a couple of years (or increase the number of

them), will be able to request a specific membership fee for the provision of tailored services to the members.

Performance indicators

The assessment of the performance of the ATI Cluster should be based on a review of defined performance (quantitative and qualitative) indicators such as:

- Total number of members registered in the Networks/cluster
- Total number of projects undertaken by ATI - cluster
- Number of collaborative projects undertaken by ATI-cluster
- Number of companies involved in projects
- Presence of investors
- Formalization of economic, technological and scientific objectives
- Number of jobs created
- Number of companies involved in collaborative projects
- Number of research-technology bodies working in cluster projects
- Number of new members per 6 months
- Number of questions asked in the chat zone
- Frequency of the use of the databases
- Participation in cluster meetings & working groups
- Annual satisfaction survey to members

4.2 Italy

The business model of ATI Cluster:

- **Strategy/vision/mission**

ATI Cluster will be a geographically proximate group of interconnected companies and associated institutions in a greenhouses sector, linked by commonalities and complementarities. Cluster will include end-product or service companies; suppliers of specialized inputs, components, machinery, and services; financial institutions, firms in related industries and civil society. The aim is to produce Economy of Scale (costs decrease when company size increases) and Network Effect (the value of a product or service increases when it is used more) and facilitate the introduction of innovative technologies in the greenhouse sector and knowledge transfer.

Cluster management will be a continuous activity of a cyclical nature. It is a complex, interactive, non-linear process. Different activities are thus likely to take place simultaneously. Figure 1 schematically presents our vision on the main stages of the cluster management cycle: (1) Define; (2) Design; (3) Implement, (4) Monitor, (5) Evaluate, and (6) Revise⁹. In the remainder of this chapter, we will elaborate on each of those stages in more detail.

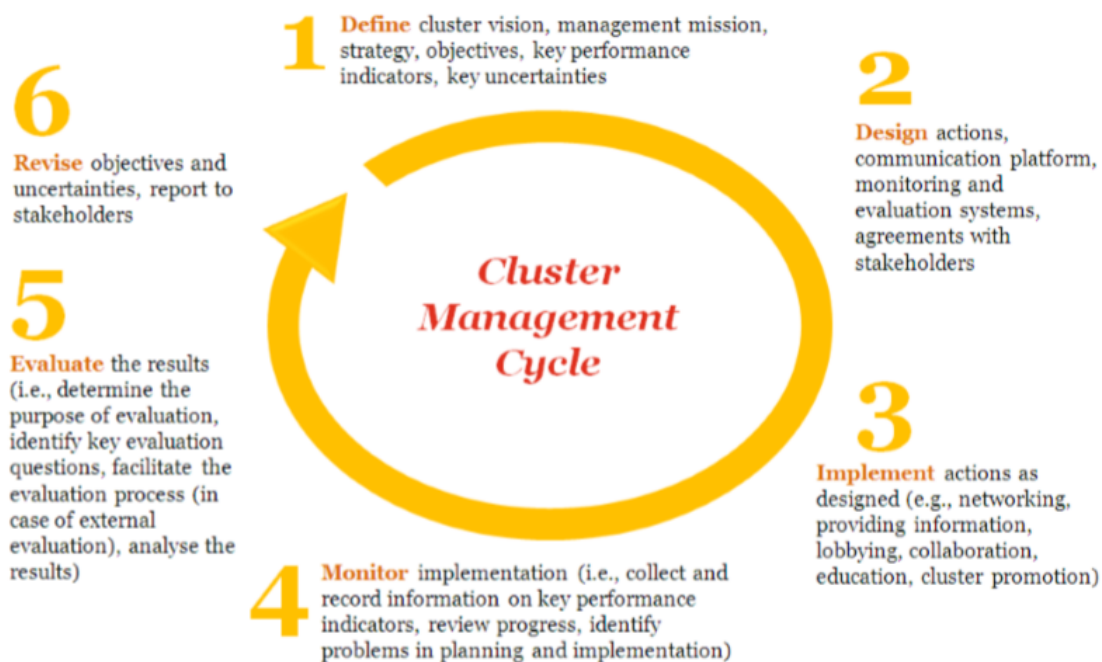


Figure 3 – Cluster Management Cycle

Structure & Governance scheme

The main scope behind the identification of a cluster is to apply governance tools in order to turn a cluster into an organization. Cluster governance is a tool that can be applied in order to describe how the business units inside the cluster interact. Governance can also influence the structure of the cluster and vice versa, whilst it can be applied in a formal or informal way.

ATI cluster is a multi-stakeholder network of the key national players of the entire greenhouses chain - a partnership of companies, research centers, institutions and civil society set up to promote sustainable economic growth, based on research and innovation in the greenhouses sector and acting as partner for European Institutions. The organizational structure of the ATI Cluster as a non-profit association, is composed of a General Assembly, which includes representatives of all the Members, a Board of Directors, which is formed of seven Directors, including the Chairman, and four Thematic Committees.

The General Assembly is the sovereign body of the Association

The Board of Directors is the body for the Cluster strategic orientation

Four thematic committees inside the Association:

1) Greenhouses Innovation Committee

- 2) Dissemination Committee
- 3) Research Committee
- 4) Territorial Development Committee

Each Committee can then establish Thematic Working Groups, in accordance to the needs of studying in depth specific technical issues.

Role/duties of the Governance scheme

The organizational structure of the ATI Cluster as a non-profit association, is composed of a General Assembly, which includes representatives of all the Members, a Board of Directors, which is formed of seven Directors, including the Chairman, and four Thematic Committees.

The General Assembly is the sovereign body of the Association: it represents all the members and, through its deliberations, it expresses the associates' will.

The Board of Directors is the body for the Cluster strategic orientation; as such, it processes the Association program of activities to be submitted to the Assembly, pursuing the Statute objectives, and it supports and encourages, in the appropriate locations and forms, the project proposals coming from the members.

Each associate, depending on its nature and in compliance with the provisions of the Statute, takes part in one of the four thematic committees inside the Association:

- 1) Greenhouses Innovation Committee, which brings together all the members of entrepreneurial nature and has the objective of developing strategies for research, development and innovation;
- 2) Dissemination Committee, which includes non-profit entities (such as local associations and unions, foundations, consortia, Innovation clusters) and is responsible for the dissemination of the results obtained by the Cluster both in local areas and among the members of the above-mentioned different realities;
- 3) Research Committee, which brings together universities and research centres and proposes strategies for public research;
- 4) Territorial Development Committee, which includes Development Agencies of Regional and Local authorities, and/or the bodies formally delegated to represent them within the Association; it guarantees synergy and consistency between regional local policies and the Cluster activities.

Each Committee can then establish Thematic Working Groups, in accordance to the needs of studying in depth specific technical issues.

General Assembly



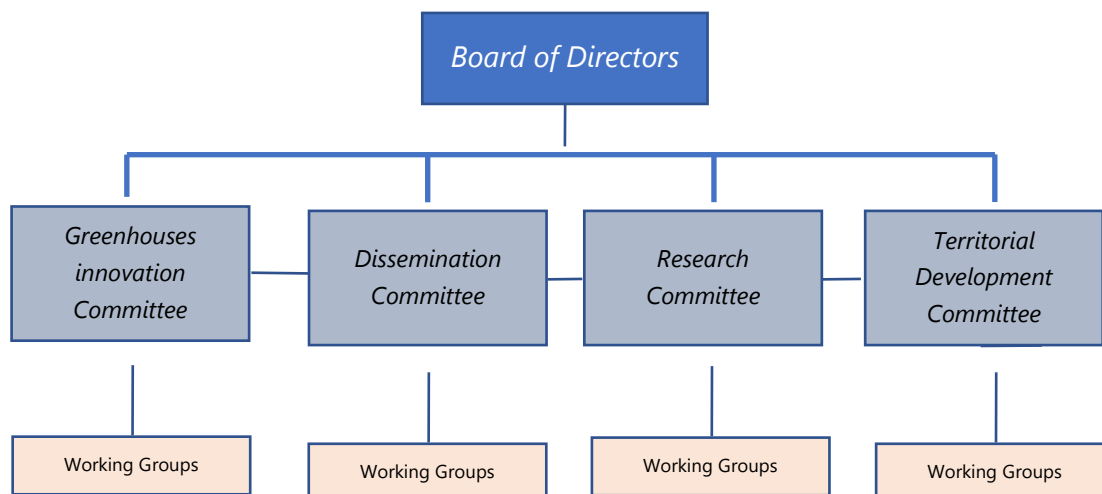


Figure 2 – Governance scheme

Proposed Legal Framework

As far as the legal framework for the cluster’s development is concerned, the European law governing the clusters area, which would ultimately require the harmonization of national legislation of any member state or a country in the EU accession process, does not exist. In the context of aforementioned, every EU member state and non-EU member state adopt the legislation that governs the clusters issue in a slightly different manner. In general, there is no consensus in the EU on the most appropriate and beneficial legal identity for a cluster.

Decision regarding the most suitable legal form of cluster is being usually based on the following:

- Defined strategy for cluster (the role and functions of the cluster and the type of services and products to be provided for cluster members);
- Access to financial resources in order to achieve objectives of the national strategy and to provide defined services to members;
- National corporate law and EU funding possibilities.

Having in mind aforementioned, the possible legal forms for the establishment of clusters depend indeed on the legal framework of a specific country as well as on the issue whether a cluster may benefit from a specific legal form.

Possible legal forms for the cluster establishment that are mostly characteristic in European countries are as follows:

- Association,
- Limited liability company,
- Public limited company,

- Economic interest group (EIG),
- Cooperative,
- Partnership,
- Hybrid form.

Aforementioned legal forms have been used primarily within the EU.

There individual characteristics are defined below:

- Association: is used when the focus of cluster organization is to provide "soft" services to its members, such are support to networking and specialization, training or up-grading cluster members' skills and capabilities, presentation of a cluster at international conferences, organization of international conferences to make cluster known to the international community, lobbying, market intelligence or other not for profit activities. As a non-profit organization, cluster and cluster members are eligible to receive national and/or EU grants.
- Limited liability company: Cluster organization takes this legal form if cluster members are or would like to be engaged in commercial activities. It is subject to value added tax and taxation. It can access national grants (differs according to the countries' rules) but not EU grants.
- Public limited company: With this legal entity, shares may be freely sold and traded to the public. It is not eligible for national or EU grants.
- Economic interest group: Cluster organization takes this legal form when its activities concentrate on providing "soft" services to cluster members. Cluster companies remain independent business entities. Economic interest group is registered at a court, activities and operations of cluster organization and cluster members are regulated by the founding contract/statute. It is a legal form which provides easy entry of new members into a cluster and excellent environment for open innovation. Cluster activities can be funded by national and/or EU grants. This form is quite similar with association form.
- Cooperative: The focus of this legal form is on the promotion of individual and joint economic interest of all members. Membership is voluntary and open to everyone. It can undertake commercial activities for itself but also for the members. It cannot receive the EU grants when cooperative makes profit. It is VAT liable and subject to corporate taxation.
- Partnership: Formally it is not a legal entity but companies enter into partnership agreement. Members can exit partnership at any time.

According to these features, ATI cluster will be an association (a non-profit organization); association cluster implying following advantages:

- A cluster that is registered as an association may always be "expanded" to include new members and in this regard, there are no difficulties in registering new members.

On the other hand, business organizations are faced with a more complicated procedure for altering the composition of the members of the cluster, after business organization itself has been founded.

- Association may apply for the EU grants, while a business organization and/or cooperative in most of the cases may not, and a key constraint lays in a fact that a business organization and/or cooperative are registered for the purpose of profit generation, whereas the grants/donations are not eligible to a profit – oriented entities.

Proposed support services / main activities offered to members

Individual actors may have difficulties in finding partners and starting Operational Group projects. Therefore, raising awareness and facilitating the participation in innovation actions are important activities for the ATI Cluster.

ATI Cluster could have an important role leading initiative that bring stakeholders together so that they can each present their needs.

ATI Cluster will help to build a wide network of innovation support services by exchanging and developing methods for innovation brokering and advisory activities with a focus on innovation actions. Successful techniques for finding innovative ideas and partners should be revealed through the exchange between existing services and brokers in the project.

The Cluster actions on the short, medium and long term focus on pillars:

- the development of new bio-based products (partially or totally obtained from renewable resources), with low environmental impact and benefits under the social and economic point of view;
- the implementation of specific actions in support of R&D activities, in order to contribute to the growth of investments in innovative technologies and in pilot plants and to stimulate bio-economy at a national and regional level.
- The implementation of innovative services with high technological value (energy systems for air conditioning with renewable energy sources, innovation farming systems, precision greenhouses cultivation sensor based)
- Facilitating networking activities. The networking-related activities of the cluster organisation among others refer to setting up institutional networks, as well as organising seminars, workshops and conferences on scientific and business issues, preparing and sending newsletters, arranging social events. Cluster networks represent complex systems that require constant maintenance for them to be effective. In addition, those networks require a clear structure, action plans, timelines and deliverables. Broader publics should also be informed about the cluster network through the effective use of web communication technologies on a cluster website,

and through marketing and positioning on other websites, including the individual sites of cluster participants.

- Workshops being part of networking activities may be organised as stand-alone events or those may be embedded into larger national and international conferences. To optimise costs and to increase networking opportunities, cluster managers often go for the second approach. Holding workshops as part of existing conferences usually is beneficial for advancing existing relationships and establishing new ones, as larger conferences attract larger numbers of participants. At the same time, such workshops typically do not provide enough time for extensive discussions. Stand-alone workshops are thus more appropriate for exchange of content and deeper relationship building.
- Discovering innovative ideas. This process can be facilitated by having strong links with practitioners and understanding the realities on the ground but also with the research world and other possible actors. It is good to make use of existing networks and platforms and to participate in related events in order to draw relevant information from them.
- Connecting potential partners with complementary knowledge, competences and infrastructure and taking the initiative to help them to refine the innovative idea. This may include “cross-cutting” beyond sectors, regions and/or scientific disciplines. This can be done by using creative processes in which the possible partners are invited to articulate their needs, opportunities and expectations so that the project addresses
- Identifying funding sources and providing partners with a solid understanding of what criteria need to be fulfilled in order to make an application for financing.
- Preparing a project proposal including a clear partnership agreement which is endorsed by all actors and helping them put forward a successful funding application.

Proposed communication/marketing approach in order to register new members

The communication of information plays a vital role within the cluster. Effective communication supports the development of positive relationships with the stakeholder community and can also be employed to influence attitudes and behaviors outside the cluster. Effective communication also leads to informed decision making and creates awareness about the role of the cluster organization in the cluster.

The key questions that ATI cluster managers need to address will include:

- Who are the cluster stakeholders?
- Why is it important to communicate with the cluster stakeholders?
- What needs to be communicated to the cluster stakeholders?

- When should this communication take place? • What communication mechanisms should be employed?
- What are the key challenges for effective communication? How can these challenges be overcome?

The main stakeholder groups for knowledge-intensive ATI clusters include large companies and SMEs, universities and research centers, national and regional policy makers, other regulators (e.g., European Commission), Technology Transfer Offices, incubators and other supporting structures, general public of the region.

ATI Cluster will present accurate, meaningful and actionable information to a highly diversified audience. It is therefore important to acknowledge the difference between various stakeholder groups and tailor communication to the needs of particular group(s).

A platform for effective communication will be adopted by all key stakeholders of the cluster. This platform will form the basis for all communication within the cluster and would be the agreed basis for information sharing and dissemination. Failure to communicate effectively leads to delays in collaborative action, reduces the quality of shared information and thus hinders the development of the cluster.

Communication with stakeholders will occur on a regular basis. Communication will be elaborated taking into account stakeholders that require daily attention, and others that may only need passive communication every few months. Web-enabled solutions allow for a constant flow of up-to-date information to a wide variety of stakeholders (e.g., customized cluster web pages depending on a stakeholder group).

- Communication routines will be developed with different methods and will be used to communicate with different stakeholders. A selection of specific communication mechanisms includes newsletters, Annual Reports, emails to stakeholders, interactive web portals, formal and informal dialogue (e.g., meetings) will be elaborated
- Communication with cluster stakeholders is based on a clearly defined communication plan and follows agreed timeline.
- The cluster organization will have a developed competency in the area of communication and will have the appropriate resources to carry out this activity.

The promotion activities will include the development of a common brand (including the visual identity of the cluster), presenting the cluster at national and international conferences and exhibitions, preparing press releases and giving interviews. Media events and press releases will be used for communicating with the media and the outside world. Media events will be combined with network workshops or other cluster events.

Proposed Sustainability Factors / performance indicators

The concept of 'sustainable development' was introduced by the 'Brundtland report' in the late 1980's. Sustainable development is defined as an 'economically viable, environmentally sound and socially acceptable development that meets the needs of the present without compromising the ability of future generations to meet their own needs'. This concept of sustainable development spread extremely rapidly, and only two years after the publication of the Brundtland report, Pezzey (1989) recorded more than 60 different definitions of the concept.

However, the widespread adoption of the concept of sustainable development became really popular following the Rio Earth Summit in 1992 (Woodhouse et al., 2000), and in the meantime Toman (1992) discussed the difficulties faced in precisely defining sustainability. Indeed, some 300 definitions of the word sustainability were identified by Dobson (1996) only four years after the Rio Earth Summit.

From the above it is easily understandable that no consensus has yet been reached in terms of the operational meaning of sustainability, despite its intuitive perception (Park and Seaton, 1996). Nevertheless, one may agree with Welford's (1995 and 1996) viewpoint stressing the importance of jointly addressing three closely connected dimensions: (i) the environmental dimension, that is to be considered as an integrated part of the economy and not as a free good; (ii) equity, in terms of access to and consumption of resources between rich and poor countries and on a local and global level; and (iii) futurity, considering that endangering the ability for future generations to meet their future demand is not acceptable.

From an economic point of view, sustainable development aims at preserving or enlarging our capital stock which includes (i) the economic capital (e.g. savings, infrastructures, etc.), (ii) the social capital (e.g. health, culture, education, etc.), and (iii) the natural capital (e.g. air, water, landscape, biodiversity, etc.) (Pingault, 2007).

Since then, 'sustainability', 'sustainable development', or 'sustainable agriculture' have often been used as catch-phrases with different interpretations by individuals, organizations or institutions to qualify actions undertaken to assess the impacts of human activities on the environment.

Nevertheless, the concept is increasingly prominent in current agricultural policy debates (Dillon et al., 2010). New principles have been added to its definition such as governance, solidarity, transmission capital, local knowledge (Antoine et al., 2001; AFNOR, 2003; Mancebo, 2006) and more recently innovation (Hennessy et al., 2013).

Since the last CAP reform, the principle of sustainability is integrated into the objectives of the policy (Dillon et al., 2010), however the application of this concept to agriculture has faced a multiplicity of definitions.

Table 6 – ATI Cluster - Sustainability Factors

ATI Cluster - Sustainability Factors
1. Agro-ecological
2. Economic
3. Socio-territorial
4. Environmental
5. Social

Performance indicators

Another essential activity will refer to setting up systems for data collection for the indicator systems for monitoring and evaluation. The relevant indicators will be derived from the key objectives of the cluster. Each type of objectives (i.e., operational, specific and strategic) implies its own indicators measuring the extent to what those particular objectives are achieved.

An adequate number of indicators will be selected to provide a comprehensive picture of cluster performance (the definition of 'adequate' will depends on the degree of specificity of cluster objectives). A very large number of indicators is likely to result in an administrative burden and overload of information.

Similar to cluster objectives, the key performance indicators will reflect the key values of cluster stakeholders, and therefore the development of an indicator system will be a process of dialogue and engagement with the stakeholders. Examples of indicators will be taking into account are related to the operational objectives include the number of initiated collaborations, the number of networking events and meetings, the number press releases (cluster PR activities) etc. Specific objectives of knowledge-intensive clusters will be related to the number of new companies created, the amount of invested venture capital, employment growth etc. Finally, strategic objectives will be the most challenging to measure, and will involve more qualitative indicators such as attractiveness of the investment climate, entrepreneurial culture, visibility and reputation of the cluster.

Setting up systems for data collection will allows for continuous monitoring and evaluation of cluster activities in the future. The indicators will represent performance targets of the cluster and the cluster organization, and thus set a clear direction. Gathering data at later stages will enables cluster managers to measure progress and take the necessary actions.

Reviewing cluster progress

The purpose of reviewing cluster progress will be to make changes where necessary, and to identify and build on strengths of the cluster and the cluster organization. Possessing such knowledge will allow for effective decision making. Reviewing cluster

progress will enable the cluster organization to determine whether the cluster develops according to the plan, whether the available resources are sufficient and whether those are being well used, as well as whether the available capacity is sufficient and appropriate

Proposed collaboration with identified mechanisms favoring eco-innovation

Collaboration systems with all identified mechanisms favoring eco-innovation will be adopted. In details will be proposed collaboration with all stakeholders identified during the consultations, workshops and Webinars.

4.3 France

Based on the successful model of “Competitivity pole concept in France” in particular the Pole Terralia in PACA region, SEMIDE is proposing a business model of ATI “Agricultural Transnational Innovative “Cluster.

Strategy/vision/mission

Strategy:

The ATI cluster will be the driver of growth and innovation in the agricultural sector at the Mediterranean level. The cluster will engage participants from at least 6 countries: ALBENIA, SPAIN, GREECE, CYPRUS, FRANCE, ITALY Med greenhouses partners will involve the stakeholders identified during the project.

Vision:

The cluster is a bridge between researchers, enterprises, framers and policy makers it aims to share knowledge, experiences and opportunities among actors of the agricultural sector.

Mission:

- Evaluate and deploy new agricultural techniques
- Create synergy between different stakeholders: Encourage synergy between actors
- Stimulate, assist & promote innovation
- Identify financial mechanism and financial opportunities
- Develop and boost the economic development of innovative companies

Structure & Governance scheme

Main Component of the cluster:

The cluster is a web platform that contain:

- Dedicated area to success stories
- Dedicated area to chat and asking question
- Need-suggestion tool: the cluster can offer suggestions based on the needs expressed by the user it can concern: actors (from the cluster) – tools – funds
- The cluster will contain 3 Data bases to be filled continuously: actors (creation of different categories from members’ subscription), innovative tools (e.g. DSS for energy or/and water management- DSS for the optimization of the production) and the funds available at the national, European and Mediterranean levels.
- Working groups involving different actors focusing on specific thematic

Governance structure of the cluster:



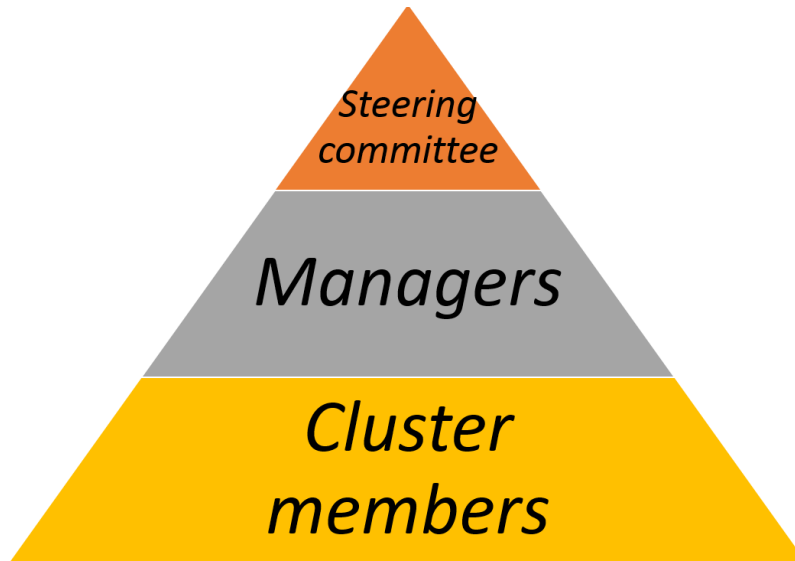


Figure 4 – Cluster Governance structure

Steering committee:

The SC helps to steer the cluster through from start

- Creation of steering committee: representative of countries
- Mandate of SC member: 3 years

Managers:

Managers will implement the technical and financial activities to achieve goals defined by the Steering Committee

- Creation of management committee: elected by the steering committee
- The management committee is composed by 10-15 members

Key actors = cluster members:

- Actors from the agricultural sector: Filling special criteria for subscription
- Membership fees are different from an actor to another to be paid annually: special offer for students and farmers to encourage them to subscribe.

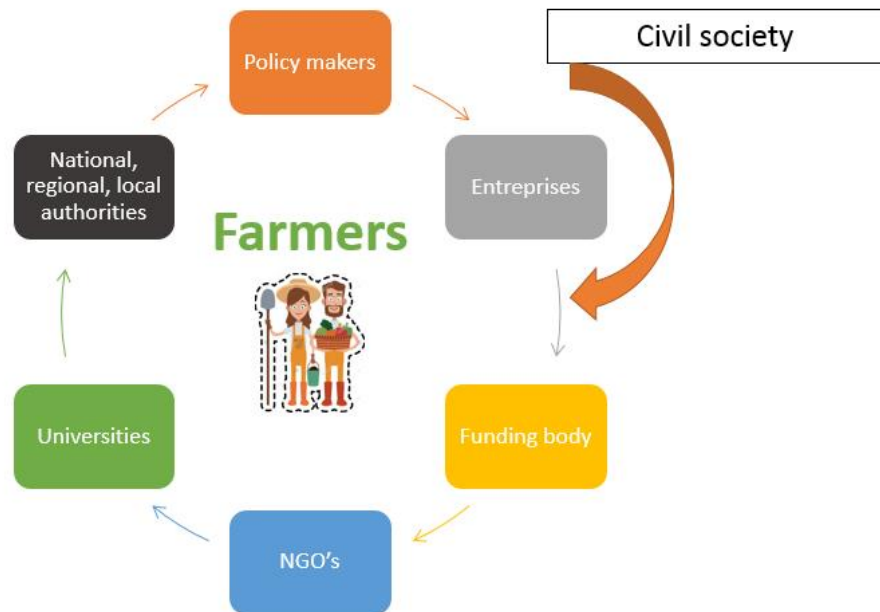


Figure 5 – Key actors in ATI cluster

Role/duties of the Governance scheme

Steering committee:

- Participation at biannual meeting of the steering committee
- Election of the management committee (among the members of the cluster)
- Implementation of requirements for members' subscription
- Promotion of the cluster in national and regional events
- Decision making
- Providing input to the development of the cluster, including the evaluation strategy and the sustainability strategy
- Providing advice on the budget
- Identifying the priorities in the cluster – where the most energy should be directed;
- Identifying potential risks
- Monitoring risks

Managers:

- Participation at quarterly meeting of the cluster management committee
- Leading the working groups
- Animation of cluster platform
- Addressing a dissemination strategy
- Filling annual report of the cluster activities (financial and technical reports)
- Managing members' subscription

Key actors = cluster members:

- Signature of special commitment as member of the cluster (to be active, to share knowledge and expertise, to collaborate, to participate in cluster events ...)

Proposed Legal Framework

The Cluster will promote favorable environment for the development of cross-sectoral linkages for competitiveness.

The ATI cluster could be established on the form of an association (Law on Non – governmental organizations).

Law on Non-governmental organizations¹:

Article 1 regulates the manner of establishment, registration and deregistration, status, authorities, funding, and other issues of importance for the work and activities of non – governmental organizations, i.e. that the non – governmental organizations are: non-governmental associations and non-governmental foundations.

Article 2 of the Law on Non-governmental organizations, a non–governmental association is a voluntary nonprofit membership organization, established by domicile and/or foreign physical persons and/or legal entities for the purpose of achieving certain common or general objectives and interests.

Article 3 of the Law on Non-governmental organizations envisage also the establishment of nongovernmental foundations, as non – profit voluntary organizations without a membership, established by domicile and/or foreign physical and/or legal entities with or without initial capital/assets, for the purpose of achieving common objectives and interests.

Proposed support services / main activities offered to members

- 1- Interactive Mediterranean framework for the creation of innovative projects
- 2- Sharing success stories from different actors
- 3- Advice and technical suggestions
- 4- News and events in the Mediterranean regions
- 5- Trainings and workshops
- 6- Data base of Mediterranean actors
- 7- Proposed tools for agricultural management
- 8- Promotions of members' activities and products

¹ Legal framework for clusters development in Montenegro, Enhancing Competitiveness of Local Small and Medium Enterprises in Montenegro through Cluster Development

- 9- Financial advices and suggestions of financial mechanism
- 10- Chance to share opinion with policy makers

Proposed communication/marketing approach in order to register new members

The management committee will set up a dissemination strategy and actions which will disclose the cluster activities. It will define the strategy of the cluster to communicate with the target audiences (future members) through identifying the objectives, target audience, key messages, channels and promotional materials. It will be focused on different types of audiences.

Communication activities aim to raise awareness and support dissemination and exploitation by providing unique and uniform visual identity and media tools and channels. ATI cluster will have a special focus "registration of new members".

Dissemination activities will be undertaken as a part of an overall strategy; it will likewise organize all communication activities to be carried out. A preliminary dissemination plan, part of a bigger document called Communication and Dissemination Plan (CDP), will be prepared before the launch of the cluster.

The CDP will be supportive to the business plan where the latter is focused on the exploitation actions. The dissemination plan will define the following points:

- Dissemination objectives

- Ensuring that the cluster objectives, activities and outcomes reach the relevant target groups.
- Involving European policy-making and policy-supporting institutions.
- Ensuring transparency and visibility of the cluster activities to acquire new membership engagement.

- Dissemination channels

Dissemination channels are the tools used to spread the key activities and results of the cluster to the target audience; they define 'how' the activities of the cluster will be communicated. These tools will ensure a two-way communication approach and they will include:

- ATI cluster official platform + social medias
- Participation in dedicated events for the promotion of the cluster at the national and regional levels
- Organization of specific events for the cluster promotion targeting new members by inviting them to participate at the working groups

- Communication materials

Communication materials will include brochures, posters and rollups, press releases, newsletters.

Proposed Sustainability Factors / performance indicators

Sustainability actions:

- In order to guarantee the sustainability of the cluster it is important to link it to existing clusters: for example, in France the cluster could be linked to pole territorial cluster
- Fees for membership in order to maintain the cluster activities
- Preparation of business analyses and business plan

Sustainability indicators:

Limit of the indicators will be defined by the steering committee:

- Number of new members per 6 months
- Number of questions asked in the chat zone
- Frequency of the use of the 3 databases
- Participation at the cluster meetings
- Participation at the working groups

Proposed collaboration with identified mechanisms favoring eco-innovation

- Initiative terres d'azur
- Pole territorial
- PACA region
- Neayi web platform

4.4 Spain

This section has been made based on ideas contributed by the Cluster of Production Means in Catalonia.

FEMAC and the Cluster of Agricultural Production Means in Catalonia both take up the challenge to contribute to more sustainable global agriculture. This will help to create a more competitive environment and future for companies and institutions that comprise the cluster, through Innovation, Internationalisation and Cooperation.

Agriculture in the 21st century faces multiple challenges: it has to produce more food and fiber to feed a growing population with a smaller rural labour force, more feedstocks for a potentially huge bioenergy market, adopt more efficient and sustainable production methods and adapt to climate change. After more than one decade, FEMAC has decided to integrate a Smart Specialization Strategy in the Cluster to better respond to complex Agricultural development challenges through the following approaches:

- Rejuvenating the agricultural production means sector through higher value-added activities and new market niches.
- Modernizing by adopting and disseminating new technologies (KETs) like photonics, electronics and GIS & GPS.
- Developing new economic activities through radical technological change and breakthrough innovations; and
- Exploiting new forms of innovation such as open and user-led innovation, social innovation and service innovation.

Cooperation among companies and cluster members is aimed at obtaining an objective that cannot be reached alone, or at least not with the same degree of effectiveness. The FEMAC Cluster Cooperation Agenda aims to improve access and the acquisition of resources, abilities and the transfer of knowledge and to increase technological knowledge learning and innovation. It is also targeted at developing new strategic options that cannot be obtained in isolation, which increase the competitive power of its members, and entry into new markets or businesses.

The strategic targets for the FEMAC Cluster over the next four years, include the aim of cooperating with other Clusters on a regional, national and European level that target complementary strategic targets or which develop strategies that contribute to a global and more sustainable agriculture.

Examples of collaboration projects

Pic Plant Intercluster:

The PIC Meeting event is the most important event in the plant production industry organized annually in Europe. This event aims to promote knowledge in the field of the plant, creating a common strategy to facilitate the international development of clusters and their members.

The members of the PIC consortium, formed by the french Clusters QUALIMEDITERRANEE, VEGEPOLYS and TERRALIA, the Portuguese AGROCLUSTER, and the FEMAC, are negotiating their incorporation in 2019. FEMAC organized the 7th edition, to be held in Lleida (Spain) on September 27 and 28, 2017.

Participants of this event include European SMEs, research centers, farmers, agricultural companies, agricultural professionals, universities, startups and clusters in Europe, Asia and South America. Organized in the form of workshops, forums, business meetings and presentations, the PIC Meeting is an opportunity to create and optimize partnerships in European and international projects in the vegetable production and agriculture industry.

PARTNERS: AGROCLUSTER, VEGEPOLYS ; AGRI SUD OUEST, TERRALIA

NATUREEF:

NATUREEF is an European Strategic Cluster Partnership (ESCP) , leaded by FEMAC.

The scope of NATUREEF is design and implement a joint strategy promoting cross-sectoral cooperation and facilitating the internationalization of small and medium companies (SMEs) through SMEs mentoring and through the dissemination of their innovative technologies considering a new Natural Efficient Resource Concept.



PARTNERS: VEGEPOLYS, INBIOM, AGROCLUSTER, GREENSYNERGY CLUSTER, BIOMASTEC, INNOSKART and GREEN CHEMESTRY

PARALLEL 42:

The main objective addressed by PARALLEL 42 is to boost collaboration and synergies among 4 EU Clusters situated along the Parallel 42 and 45, where the agriculture and food areas represent key sectors to their Smart Specialization Strategy, as well as to the innovative system for a sustainable, smart and competitive development of the agro value chain towards the use and implementation of BIG DATA.

The PARALLEL 42 partnership includes four clusters implicated in the Agriculture and Food sectors, and the main Research Centres involved in the Smart Specialization Strategy and the Regional Development Agencies in Charge of the S3 Policy framework.

TRACE-KEI:

TRACE-KEI aims at strengthening the cluster management, in terms of defining medium-long term development strategy and improve the quality of services offered to their associate SMEs. In fact, through project activities (i.e. joint training and study visits), cluster managers will be provided with the necessary skills and tools to strengthen the aspects related to clusters management. As for strategy development, cluster managers will get more familiar with analysis of value chains and market foresight, in terms of future development trends and matching with associates and SMEs expectations. The Cluster Management team of FEMAC is mentoring TRACE-KEI Cluster Managers participants.

The following explains how companies can benefit from the Cluster:

- **INTEGRATE**

The agricultural production sector is increasingly diverse, as well as its lines of business. That is why we need to integrate the companies of the entire value chain of the sector and establish new synergies.

- **INNOVATE**

The sector is transformed. DIGITALIZATION has arrived to stay there. We have to innovate, look for new business models and adapt to the new environment.



- **COOPERATE**

The agricultural production sector is the first link in the agro-food value chain, it is necessary to cooperate and establish bridges. Everything begins with us.

- **INTERNATIONALIZE**

Agriculture is global. It is necessary to promote the opening of the whole sector in international markets.

4.5 Albania

ATI Cluster's Vision

To improve the environmental, economic and social conditions of the rural areas across Mediterranean region.

ATI Cluster's Mission

To stimulate and promote sustainable production techniques.

Structure & Governance scheme

The proposed structure is proposed for the governance of the ATI-Cluster:

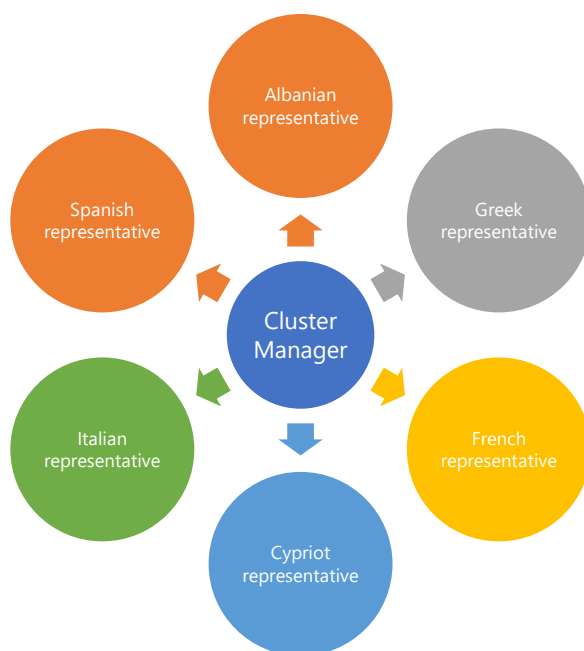


Figure 6 – Structure at Cluster level

Each country will have a representative and all of them will be coordinated by the Cluster manager.

The Cluster Manager (CM)

The CM will be responsible for the overall management of the Cluster will coordinate the representatives from each country. The CM will be a person of common acceptance and can be elected by the representatives of each country every 4 years.

Proposed responsibilities:

- ✓ Cluster’s coordination and management
- ✓ Organisation of Steering Committee meetings whenever this is necessary
- ✓ Representing the cluster in external events
- ✓ Setting the objectives and the goals for each programming period
- ✓ Modifying the statute if this is needed
- ✓ Identifying finance opportunities
- ✓ Together with the national representatives, will be responsible for the communication strategy of the cluster and the design of the offered services

National Representatives

Every country will have one representative, who will be responsible for the provision of the Cluster’s activities to the members, at national level, and will be in direct contact with the Cluster Manager.

Each Representative can be supported by experts who will be in direct contact with the members of the cluster.

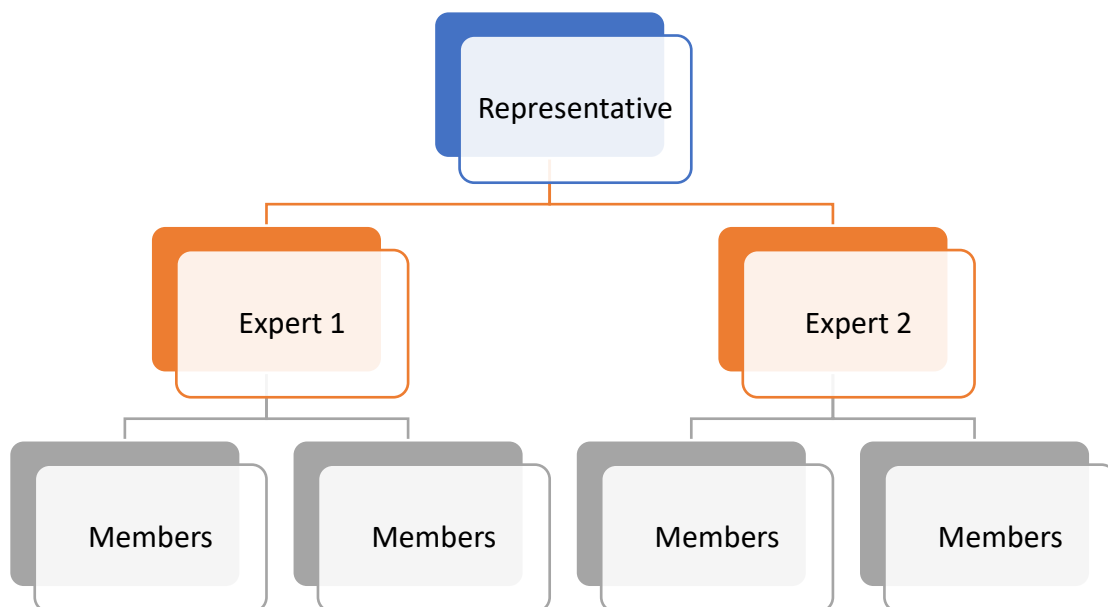


Figure 7 – Structure at national level

Proposed responsibilities of the National Representative:

- ✓ Identify financing schemes and opportunities
- ✓ Engage stakeholders – register members
- ✓ Communicate with the other national representatives
- ✓ Organise campaigns
- ✓ Support the Cluster manager with whatever he needs
- ✓ Responsible for the application of the communication and the business model of the Cluster

Proposed responsibilities of the experts:

- ✓ Provide technical support and consulting services to the members
- ✓ Have direct communication with the members and organise satisfaction surveys
- ✓ Organise campaigns and info-days for registering new members
- ✓ Identify possible investors
- ✓ Develop synergies and collaborations among members

Proposed Legal Framework

The ATI Cluster could operate without having any legal form.

Proposed support services / main activities offered to members

1. SMEs & Farmers missions to end-users of the agriculture/greenhouse sector

The experts will support selected members (farmers and SMEs) with personal contacts and the presentation-promotion of their offered products/ services to end-users / beneficiaries of agriculture sector, in individual meetings, in order to create collaborations and synergies.

2. Networking & Matchmaking

The Cluster Manager and the National Representatives, with the support of their experts, will analyze the activities of the members of the cluster, identify business opportunities and propose transnational synergies - collaborations between the members of each country, taking into account the offered services/products. They will also seek for networking and matchmaking with actors outside the Cluster.

3. Provision of Mentoring services

The experts will provide support services to the members aiming to identify new business opportunities, their representation in exhibitions and their guidance for the valorization of technological innovations, new business models and their differentiation in the market.

4. Organization of Info days & capacity building seminars



Through the e-learning platform (Del. 3.2.2) and based on produced training material (Del. 3.2.1) as well studies related to financial channels (Del. 3.1.3) and innovative greenhouse technologies (Del. 3.1.1) the Networks can organize capacity building seminars/webinars and info-days informing the members about innovative greenhouse technologies and financing schemes at regular basis (e.g. every 4 months).

Proposed communication/marketing approach in order to register new members and promote synergies/collaborations

The governance scheme should define the business and communication strategy in line with the cluster's objectives in order to increase the number of the members and attract more investors.

A marketing plan should be elaborated identifying potential market segments, customers and new members and define available promotion approaches and channels which could contribute to product/services valorization.

Additionally, the information, communication, awareness raising and dissemination activities will be based on a communication plan. This plan will be the cornerstone of all communication related activities and it will be internally updated at regular basis by the communication officer who will be a member from the management team of the Cluster. Milestones of the Joint Communication Plan are the following:

- V. Establishment of the Cluster's identity (Logo, presentation template etc.)
- VI. Define the Cluster's communication approach towards its members and related key stakeholders/players.
- VII. Establish the joint communication channels and means
- VIII. Define and describe relevant communication material

Key members:

The main stakeholder groups/potential members for knowledge-intensive ATI clusters should be the **farmers** and **the SMEs** of the sector.

Sustainability Factors

Several factors should be taken into consideration of the sustainability of the Cluster. The main factors that should be taken into account are:

1. Grants - Funding Schemes

The funding of the ATI Cluster is one of the main factors for its sustainability. The budget of the Cluster should be exclusively dedicated to the governance, its operational activities and the associated costs in terms of salaries and non-staff costs.

2. Promotional activities

The governance team shall define the business and communication strategy in line with the cluster objectives in order to increase the number of the members involved and attract more investors contributing to the funding of its activities and its operation.

3. Evaluation of performance indicators

The assessment of the performance of the ATI Cluster should be based on a review of defined quantitative and qualitative indicators.

4. Links with other Existing Clusters & Network of the agricultural sector

In order to guarantee the sustainability of the cluster it is important to link it to existing clusters. So the National Networks should identified any existing Cluster and create synergies and collaboration with them.

5. Number of members & Fees for membership in order to maintain the cluster activities

One of the main sustainability factors of every Cluster is the number of the registered members that need to be reached. A critical mass for the early years of its operation should be **30 members** per Network (National level).

Performance indicators

The assessment of the performance of the ATI Cluster should be based on a review of defined performance (quantitative and qualitative) indicators. Indicatively, these could be:

- Total number of members registered in the Networks/cluster
- Total number of projects undertaken by ATI - cluster
- Number of collaborative projects undertaken by ATI-cluster
- Number of companies involved in projects
- Presence of investors
- Number of jobs created
- Number of questions asked in the chat zone
- Frequency of the use of the databases
- Participation in cluster meetings & working groups
- Results of the annual satisfaction survey to members

4.6 Cyprus

Vision – Mission - Objectives

ATI Cluster's Vision

To bring together researchers, enterprises, farmers and policy makers in order to improve the environmental, economic and social conditions of the rural areas across Mediterranean region.

ATI Cluster's Mission

ATI Cluster's main mission is to promote sustainable agriculture by facilitating the dissemination and the transferring of the information and innovative technologies among key actors of the sector.

Specific Objectives

- Enhance competitiveness within local and international market, promoting environmentally friendly and cutting-edge technologies.
- Enhance the quality and increase the production agricultural products with minimum water and energy sources.
- Create & Encourage synergy between members and key actors of the sector.
- Facilitate the introduction of innovative technologies in the greenhouse sector and knowledge transfer

Structure & Governance scheme

ATI Cluster's governance scheme should be flexible, allowing its members to take initiatives in actions and services that can be offered along with their specialised knowledge and experiences. Having taken under consideration the vision, the role, the main challenges that will jeopardise its viability, as well as the duties of the members of the Cluster, the following structure is proposed:



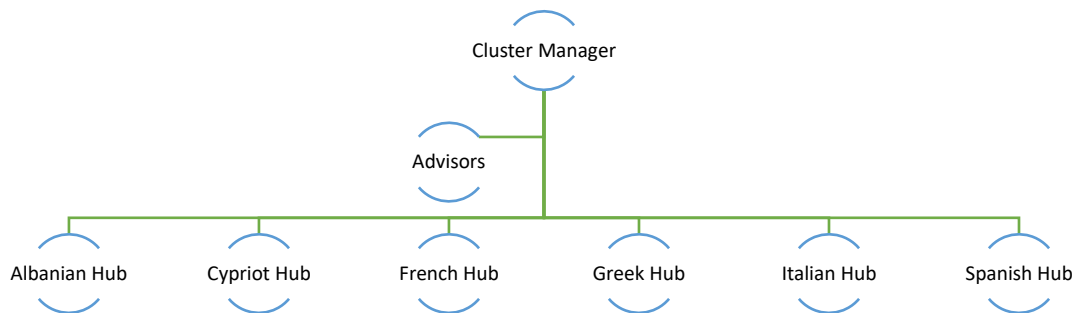


Figure 8 – ATI-Cluster’s Structure

The Cluster Manager

The Cluster Manager will be responsible for the overall management of the Cluster and day to day coordination of the Hubs.

Indicative duties:

- ✓ Represent ATI Cluster in national and international key meetings,
- ✓ Monitor and assess the overall performance and sustainability of ATI Cluster,
- ✓ Monitoring and facilitating information and general communication within ATI cluster, anticipating and dealing with potential risks, recognising and evaluating available opportunities and ensuring effective communication between the Management Team (Networks’ managers) and the Working Groups (advisors & members) of the National Networks.
- ✓ Organisation of transnational meetings between National Networks, one every 6 months.
- ✓ Promote the launch of transitional projects.

Advisors

The advisors will be a team of experts with experience in the sector that will consulting the Manager and the Leaders of the Hubs for opportunities, needs and risks for the market.

National Hubs



ATI Cluster will consist of 6 National Hubs, the partners' countries of the MED Greenhouses project.

Each Hub is recommended to be represented by at least 4 persons (Hub Leader and 3 Technical experts).

Main duties of the Hub Leader:

- ✓ Support the objectives of ATI cluster at both national and international level
- ✓ Identify financing schemes and opportunities
- ✓ Engage stakeholders – register members
- ✓ Communicate with the other Hub Leaders
- ✓ Develop information campaigns
- ✓ Support the Cluster Manager in the evaluation and quality control of cluster actions through the collection and provision of quantitative and qualitative objectives)

Main duties of the Technical Experts:

- ✓ Communicate and advice/inform members for technical and financial issues,
- ✓ Register new members following the marketing/communication strategy of the Cluster,
- ✓ Assess the profile of the members (offered services/products & their needs),
- ✓ Search for grants for Cluster's sustainability,
- ✓ Support the manager in the organisation of working groups with

Proposed Legal Framework

Due to the limited available time, the ATI Cluster will operate without having any legal form, at least for the first 3years of its operation. After this period, the form of a Non-governmental organization will be assessed.

Proposed support services / main activities offered to members

1. SMEs & Farmers missions to end-users of the agriculture/greenhouse sector

The personal contact and the presentation-promotion of the offered products/ services of farmers and SMEs to end-users / beneficiaries of agriculture sector in individual meetings are an important step for creating collaborations. These missions can include, among others, B2B meetings between selected members of the cluster and agricultural industries such as agro-industry and fertilizer industries to present, promote and match the compatible technologies / services offered by the entire ATI - cluster formation with potential needs of the agricultural sector. Indicative fields of the sector could be:

- ✓ Greenhouse Constructions- Installations
- ✓ Food technology
- ✓ Advanced Packaging

- ✓ Digital agribusinesses
- ✓ Organic foods
- ✓ Agro-tourism
- ✓ Patent Applications (copyright protection support)

2. Networking & Matchmaking

The Cluster Manager and the Hubs' Leaders, with the support of their advisors, will analyze the activities of the members of the cluster, identify business opportunities and propose transnational synergies - collaborations between the members of each country, taking into account the offered services/products. They will also seek for networking and matchmaking with actors outside the Cluster.

3. Provision of Pitching & Coaching/mentoring services

The visibility of cluster members' activities and their guidance for achieving their goals should be Cluster's priority. The relevant services should identify new business opportunities, their representation in exhibitions and their guidance for the valorization of technological innovations, new business models and their differentiation in the market.

4. Organization of Info days & capacity building seminars

Through the e-learning platform (Del. 3.2.2) and based on produced training material (Del. 3.2.1) as well studies related to financial channels (Del. 3.1.3) and innovative greenhouse technologies (Del. 3.1.1) the Networks can organize capacity building seminars/webinars and info-days informing the members about innovative greenhouse technologies and financing schemes at regular basis (e.g. every 4 months).

5. Other offered services to members:

- ✓ Interactive Mediterranean framework for the creation of innovative projects
- ✓ Sharing success stories from different actors
- ✓ Advice and technical suggestions
- ✓ Provide a database of Mediterranean actors
- ✓ Offer/propose innovative tools for agricultural management,
- ✓ Promotions of members' activities and products
- ✓ Financial advices and suggestions of financial mechanism
- ✓ Chance to share opinion with policy makers – organization of consultations

Proposed communication/marketing approach in order to register new members and promote synergies/collaborations

The governance scheme should define the business and communication strategy in line with the cluster's objectives in order to increase the number of the members and attract more investors.

A marketing plan should be elaborated identifying potential market segments, customers and new members and define available promotion approaches and channels which could contribute to product/services valorization.

Additionally, the information, communication, awareness raising and dissemination activities will be based on a communication plan. This plan will be the cornerstone of all communication related activities and it will be internally updated at regular basis by the communication officer who will be a member from the management team of the Cluster. Milestones of the Joint Communication Plan are the following:

- IX. Establishment of the Cluster's identity (Logo, presentation template etc.)
- X. Define the Cluster's communication approach towards its members and related key stakeholders/players.
- XI. Establish the joint communication channels and means
- XII. Define and describe relevant communication material

Potential members:

The main stakeholder groups/potential members for knowledge-intensive ATI clusters should be **farmers** and **SMEs** of the sector.

However, other Key stakeholders can be large companies (etc. greenhouse manufacturers, agro-food companies), Research institutes, national and regional policy makers, development agencies, agricultural associations, Technology Transfer Offices, incubators, NGOs and other supporting structures.

ATI Cluster should present accurate, meaningful and actionable information to a highly diversified audience. It is therefore important to acknowledge the difference between various stakeholder groups and tailor communication to the needs of particular group(s).

2. Promotional activities

The governance team shall define the business and communication strategy in line with the cluster objectives in order to increase the number of the members involved and attract more investors contributing to the funding of its activities and its operation.

3. Evaluation of performance indicators

The assessment of the performance of the ATI Cluster should be based on a review of defined quantitative and qualitative indicators addressing categories such as:

- Formalization of economic, technological & scientific objectives
- Evolution of the cluster perimeter (critical mass)

- Number & quality of the actors involved
- Business-research-training synergies
- Qualities of governance
- Presence of funders
- Human Resources&Training

4. Follow-Up activities

The partners of the MED Greenhouses project should proceed with the elaboration of special agreements (this is planned to be undertaken during project implementation) aiming at ensuring the continuation of their cooperation after the project's end as well as their interaction at transnational level within the ATI Cluster. These activities should focus on the Eco-innovation and Greenhouses/agriculture sector, setting specific set of actions and framework that will foster the continuation of its successful operation. The Partners of the project should establish special written agreements, in order to ensure their cooperation at transnational level. Among others, the Agreement should include the responsibilities and the privileges of Cluster's members and the terms of the membership including details about member's fee, participation in cluster's regular meetings, conferences, training seminars etc.

Indicative Performance indicators

The assessment of the performance of the ATI Cluster should be based on a review of defined performance (quantitative and qualitative) indicators such as:

- Total number of members registered in the Networks/cluster
- Total number of projects undertaken by ATI - cluster
- Number of collaborative projects undertaken by ATI-cluster
- Number of companies involved in projects
- Presence of investors
- Frequency of the use of the databases
- Participation in cluster meetings & working groups
- Annual satisfaction survey to members