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JOP Black Sea Basin 2014 – 2020

Project: Herbs for Growth  
eMS code: BSB987

D.T4.3.1 Maturity Toolkit for Black Sea Herb Cluster

L3.6 Εργαλειοθήκη Ωρίμανσης για το Cluster εμπλεκομένων μερών  
(Stakeholders) και τελικών ωφελούμενων οικονομικών δραστηριοτήτων στον  
τομέα βοτάνων και παράγωγων προϊόντων αυτών

Υπο-παραδοτέο: β. Εργαλειοθήκη Ωρίμανσης για το Cluster βοτάνων της  
Μαύρης θάλασσας

Sub-Deliverable: b. Maturity Toolkit for Black Sea Herb Cluster



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Page: [1]

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<b>PROGRAMME</b>	JOP Black Sea Basin 2014 - 2020	
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## Contents

History of the Document .....	6
Deliverable D.T4.3.1 Maturity Toolkit for Black Sea Herb Cluster.....	7
Introduction .....	7
HEGO project: summarised reference (physical object, main goals) .....	8
Brief General Description of Clusters .....	10
Description of the Black Sea Herb Cluster .....	11
Draft Documents of the Black Sea Herb Cluster.....	12
Indicative Draft Statute.....	12
Introduction .....	12
Indicative Draft Statute.....	13
Regulation of Operation .....	24
Introduction .....	24
Regulation of Operation .....	24
Regulation of Making Decisions.....	28
Intra-Communication Plan.....	28
Target Groups .....	29
Main activities.....	30
Communication-Promotion Plan .....	31
Target Groups .....	31
Specific communication objectives .....	32
Chosen Communication Tools .....	33
Logo and templates .....	34
Seminars, Trainings, Events, Campaigns, Conference .....	34
Indicators .....	35
Human Resources for the Communication.....	36
Financial resources for the Communication.....	37



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Indicative Terms of Reference for Participation in the Cluster ..... 37

Draft of a Member ID..... 38

Draft of Members’ Registry with their Characteristics ..... 38

Draft of Sub-Contracting Regulation with Third Parties ..... 39

Indicative Elements of the Sustainability Plan of the Operation of the Cluster (with 2  
Scenarios)..... 42

    Introduction ..... 42

    Indicative Elements of the Sustainability Plan..... 42

    Scenario 1..... 43

    Scenario 2..... 45

    Conclusions ..... 47

Draft of Recording Files and Correspondence ..... 47

Indicative List of Initial Participants in the Cluster ..... 47

Several Issues ..... 48

    Expected Activation ..... 48

    Indicative Operational Budget Coverage ..... 49

    Indicative Key Success Factors ..... 49

Indicative Good Practice ..... 51

Conclusions – Summarised Expected Results ..... 52

References ..... 53

Disclaimer: ..... 56



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## History of the Document

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## Deliverable D.T4.3.1 Maturity Toolkit for Black Sea Herb Cluster

The Deliverable D.T4.3.1, is developed by the Project Lead Beneficiary (LB), Development Association of Halkidiki S.A. - Organization for Local Development, to prepare the documents about the Black Sea Herb Cluster, including indicative statute, regulation of operation, regulation of making decisions, intra-communication plan, communication-promotion plan, draft of terms of reference for participation in the cluster, draft of a member ID, draft of members' registry with their characteristics, draft of sub-contracting regulation with third parties, sustainability plan of the operation of the cluster (with 2 scenarios), draft of recording files and correspondence, indicative list of initially participants in the cluster.

This documents covers the second sub-deliverable, the Maturity Toolkit for the Black Sea Herbs Cluster.

### Introduction

In the areas where rural people live and create, the collection, production and use of herbs either as ingredients in culinary recipes or as decoctions and/or for their medicinal properties, are important elements of tradition and cultural heritage, in the intervention area (Halkidiki - North Greece, Moldova, Georgia and Armenia).

At the same time, herbs are elements of local economic activities, in rural and urban areas. However, many times their collection from nature, endangers biodiversity systems, without the application of rules and restrictions.

The increasing demand for quality products in urban areas, creates a new state of incentives for exploiting the value of herbs and therefore growth opportunities, but at the same time risks of reckless collection from nature.

The objective of this document, is to develop a toolkit that will include all important elements of maturity for the establishment of thematic herbs' business Cluster in the project eligible area and the overall programme eligible area, which will promote networking between project partners, herbs' cultivators, herbs' businesses and herbs'



related businesses, trade organisations, export organisations, policy planning organisations, training centers and educational and research institutes.

The herbs' cluster of the Black Sea will act as a network between project partners and target stakeholders and organizations.

The ultimate goal is:

- Strengthening the local economy by making the most of knowledge farming;
- The protection and preservation of biodiversity;
- The preservation and creation of new jobs.

### [HEGO project: summarised reference \(physical object, main goals\)](#)

Project countries (Greece, Moldova, Georgia and Armenia) share a rich biodiversity and endemism of herb plant species, as well as an interconnected herbal medicine and food historical tradition. However, the overexploitation of wild growing endangered and endemic herb plant species, due to the inappropriate collection methods from the wild and the rapidly growing demand for herb products to 2025 (according to recent studies), resulted to an unsustainable wild growing herbs utilization as well as production efficiency. The unsustainable and doubtful economic future of local people in areas with rich biodiversity, like mountainous population in Project countries, is the bottom line of these environmental and socio-economic risks.

The significant positive impact of the HEGO Project will be the change of the production model for herb products in all Project countries, which will lead to the positive effect on improving the economic and business performance of the herb sector and indirectly on contributing to the biodiversity conservation of endemic herb plant species, with the sustainable utilization in Project countries.

The HEGO Project will address to the above mentioned common challenges by developing training tools and by applying them in activities:

- Informing and educating farmers for reducing collecting herbs form the wild and promoting agricultural diversified new cultivations with improved trade



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- value added products (endangered and endemic herb plant species for processed products);
- Informing and educating farmers on how to adapt to new challenges in farming entrepreneurship, trade and product quality with reference to herb products;
  - Establishing and promoting “research to business” networking linkages among research organizations and relevant enterprises with reference to the improved value of herbs, especially for endemic species, having potential markets in Food industry, Pharmacy and Cosmetics;
  - Establishing and promoting multi-lateral cross-border and international trade links for herb products produced in BSB countries participating in the proposed Project using ICT and Marketing and Branding Strategies;
  - Improving the access of agricultural enterprises in granting and investment schemes as well as in initiatives for the creation of clusters in agricultural sector.

The partners of the project are:

- Development Association of Halkidiki S.A. - Organization for Local Development (LB/GR);
- the Aristotle University of Thessaloniki - Special account of Funds and Research (PB2/GR);
- the Organization for Entrepreneurship Development (ODA, previously known as ODIMM) (PB3/MD);
- Georgian Farmers' Association (PB4/GE); and
- Center of Agribusiness and Rural Development Foundation in Armenia (PB5/AM).



## Brief General Description of Clusters

A sectoral cluster is a type of business cluster that is focused on a particular industry or sector. Sectoral clusters can be found in all parts of the world, and they can play a significant role in the economic development of the respective area of intervention. Since the introduction of the cluster approach, by Porter (1990), definitions with small deviation were used in different occasions. “Clusters can be understood as both, a development approach aimed at facilitating networking and cooperation between companies and a real economic phenomenon, such as a Cluster management organisation.” (Izsak, Ketels, Meier zu Koecker, & Laemmer-Gamp, 2016).

There are many different types of sectoral (thematic) clusters. Sectoral clusters can offer a number of advantages to businesses, including:

- *Access to specialized knowledge and expertise:* Businesses in a sectoral cluster can benefit from the knowledge and expertise of other businesses in the cluster. This can help businesses to innovate and improve their products and services.
- *Shared resources:* Businesses in a sectoral cluster can share resources, such as suppliers, transportation, and marketing services. This can help businesses to reduce their costs and improve their efficiency.
- *Attraction of talent:* Sectoral clusters can attract talented professionals who are looking to work in a particular industry. This can help businesses to find the best talent available.

There are several factors that contribute to the success of a sectoral cluster, including among others:

- *The presence of a critical mass of businesses:* A cluster needs to have a critical mass of businesses in order to be successful. This means that there needs to be enough businesses in the cluster to support a vibrant and competitive ecosystem.
- *A strong network of relationships:* Businesses in a cluster need to have strong relationships with each other. This can help businesses to share information, collaborate on projects, and refer customers to each other.

- *Government support:* Government can play a role in supporting sectoral clusters by providing funding, training, and other resources. This can help businesses to grow and succeed.

Sectoral clusters can be a valuable asset to businesses and to the economy as a whole. By providing access to specialized knowledge, shared resources, and a talented workforce, sectoral clusters can help businesses to innovate, grow, and create jobs.

According to cluster theory, enterprises and regions benefit from clusters. “These benefits accrue as a result of co-location or geographic proximity that, in turn, creates lower input costs for firms through agglomeration economies and facilitates knowledge spillovers that produce innovation and increased productivity.” (Wolman & Hincapie, 2015). Christina leucuta, Senior Advisor in CLUSTERO - Romanian Cluster Association, in an interview said “*Boosting smart interregional collaboration through clusters inclusively with emerging countries*”.. “*is vital for supporting innovation, industrial modernization and the scaling up of SMEs. At the same time, the collaboration through clusters offers multiple opportunities regarding the exchange of experience and good practices regarding the fulfillment of the objectives of the 2030 Agenda for sustainable development.*” (Sedlmayr, zu Koecker, and Schneider, 2021).

### Description of the Black Sea Herb Cluster

The cluster of stakeholders and end beneficiaries of economic activities in the sector of herbs and their derived products, in the Black Sea, will have the possibility of further development and synergies in the intervention area of the HEGO project after the end of the project, as well as more broadly in the eligible area of the program of Black Sea Basin.

Among several studies on the use of herbs for medical reasons or for cosmetics, in a recent research, Cadar, Amuza, Dumitras, Mihai, and Pocol (2021), found that no matter the reason of use of herbs, there was a higher percentage of consumers with university degree or post graduate studies and higher income, concluding that the consumption increases with the level of education and income. At the same time, women had great interest than men. Such findings encourage the intention to collaborate for adding value to the herbal products.



The main objective of the Cluster will be to promote environmentally responsible economic activity with various types of herbs, as well as to improve the marketing and export opportunities of high value herbal products produced in the countries of the eligible program area.

The Cluster will involve agencies and enterprises of collection / production, processing, promotion-promotion, marketing, public bodies supporting entrepreneurship and marketing and exports, as well as research organizations and local/regional and national organizations of the eligible program area.

It will be able to provide opportunities for participation under equal conditions, as well as the development of quality standards and the creation of a quality brand, further networking and the development of partnerships with private and public bodies in other areas, along with its contributing to the general development of the philosophy of choosing healthy food, from the population.

## Draft Documents of the Black Sea Herb Cluster

In this chapter, the relevant tools of maturity, included in the toolkit, are described.

### Indicative Draft Statute

#### *Introduction*

After examining the potential legal forms, the proposal to use the legal form of the Civil Non-Profit Partnership (CNPP) / NGO<sup>1</sup>, was chosen. The choice was made given the intention and the need for the main purposes of the project to maintain both substantively and formally a non-profit character.

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<sup>1</sup> NGO: Non-governmental Organisation.



The intended operation of CNPP, its administrative bodies, but also the non-obligation to generate revenues from its basic activities that it will develop, were elements that, in combination with the flexibility of the bodies and the possibility to organize and operate the project practically and with enough flexibility, along with the possibilities of participating in most co-financed programs, contributed to this choice.

### *Indicative Draft Statute*

## **STATUTE OF CIVIL NON-PROFIT PARTNERSHIP, CARRYING THE TITLE:**

«Herbs' Cluster of the Black Sea and North Aegean»

### **Article 1 - ESTABLISHMENT**

A Civil Non-Profit Partnership (CNPP) is established, in accordance with the articles 741 ep. Of the Civil Code the Greek Legislation, and under the following special terms.

### **Article 2 - Title - DISTINCTIVE TITLE**

The title of the CNPP is: «Cluster Βοτάνων της Μαύρης Θάλασσας και του Βορείου Αιγαίου» / “Herbs' Cluster of the Black Sea and North Aegean” with distinctive title «HEGO».

### **Article 3 - SEAT**

The seat of the Organisation is defined as the Municipality of Polygyros of the Regional Unit of Halkidiki of the Region of Central Macedonia.

By decision of the members of the Organisation, branches can be created in other cities of Greece, Moldova, Georgia, Armenia and other countries of the area of the Black Sea Basin and the Northern Aegean.



The Organisation can change its address, within the limits of the Region of Central Macedonia, without requiring an amendment to its articles of association. For any other change, an amendment to its statutes is required.

#### **Article 4 - Duration**

The duration of the Organisation is without limit.

#### **Article 5 - Objectives**

CNPP is an integral part of the ecosystem of production, processing, and marketing of herbs and their derivatives, and promotion of the healthy food model. It operates as a non-profit, non-governmental body, aiming to contribute to the formation of a new approach that highlights cultivation instead of collection from nature, thus protecting biodiversity, while developing the sector, and consequently promoting healthy and balanced nutrition.

In particular, the aims of CNPP include:

- Strengthening the cooperation of stakeholders in the participating countries, in order to increase the added value of herbal crops and their processing products, based on quality and the development of reputation / branding.
- The promotion, dissemination and application of good practices in the field of herbs and their processing.
- The promotion of the cultivation of herbs instead of collection from nature.
- The protection and conservation of biodiversity.
- The promotion of the education approach to herbal cultivation as well as other thematic areas such as modern trends in markets, cosmetics, marketing, e-commerce, development of partnerships, quality characteristics of products and packaging, branding, etc., both with training in the field and in classrooms, but also digitally.
- Providing consultation and mentoring to interested parties.

- The development of partnerships with universities and research institutes, for research and support for development in the herbal sector.
- The elaboration of studies, research on the subject of herbs and related issues.
- The dissemination of new ideas, updating of new trends and technology in the field of herbs.
- The creation of a common quality mark, with strict participation criteria.
- The development of partnerships and networking with agencies in the eligible region of the Black Sea Basin (Greece, Bulgaria, Romania, Moldova, Ukraine, Georgia, Armenia, Turkey) and in other countries.
- Informing the public about relevant issues.
- Communicating with decision makers in order to promote issues related to the herbal sector.

The above definition of goals is indicative and not restrictive. In general, all topics directly or indirectly related to the field of herbs can be the objective of CNPP.

## Article 6 IMPLEMENTATION MEANS OF THE GOALS CNPP

In order to achieve its goals, the CNPP will have as its object of activity, among others, the management and implementation of programs (its own, International, European, National, Regional, Municipal and others) while utilizing the logistical and executive infrastructure that it will develop, the experience and knowledge.

In general, CNPP pursues the realisation of its goals by any legal means, and indicatively in particular by:

- The organization of a support and operation office, with permanent staff.
- The establishment of branches.
- The development of partnerships with the scientific community.

- The development of partnerships with other clusters, cooperative bodies, civil society bodies, the public, and involved parties in the sector.
- Constantly updating knowledge of markets and trends and sharing this information equally and fairly.
- Constant communication with the members.
- The development of identity.
- The creation of a quality mark and terms for entering the quality mark, as well as maintaining and expulsion.
- The implementation of workshops, seminars, conferences and informative events and other activities.
- The use of co-financed programs to promote its purposes.
- Carrying out studies and research.
- The publication of informative material and more specialised publications, printed and electronic, including audio-visual productions.
- Participation in actions of other bodies, in matters related to the field of herbs.
- Providing of consultancy and mentoring services to third parties, in matters related to the herbal sector.

The above description of means of achieving the purposes of the CNPP is indicative and not restrictive. In general, all ways of achieving goals and objectives, directly or indirectly related to the herbal sector, can be an option of the CNPP.

For the implementation of the above aims and objectives, the CNPP may be staffed with appropriate scientific and clerical staff and equipped with the necessary technical means and/or contract with external partners and legal entities, applying the relevant procurement regulation.

## Article 7 RESOURCES

The initial capital of CNPP, is 1,000.00 Euró .



The above amount will be deposited equally by all members, thus 25.00€ each (40 members X 25.00€ = 1,000.00€).

In addition, the members will contribute their knowledge and skills to the company in addition to the above contribution.

CNPP's regular financial resources will come from:

- Participation in co-financed programs.
- Provision of services to third parties.
- Organization of events, seminars, conferences, etc..
- Income from publications, other sales and other activities.
- Subsidies, donations, sponsorships, legacies.
- Maintenance, control and supervision of the quality mark (when activated).
- Annual membership fee (when activated).

Both during the lifespan and during the dissolution of the CNPP no distribution of profits to its partners is allowed.

In case of conversion of CNPP's legal form, its assets are transferred to the successor form. The conversion of CNPP can only be done in a non-profit legal form.

In the event of dissolution of the CNPP, its assets are transferred to non-profit, non-governmental organisations or organisations serving similar or general interest purposes.

## Article 8 - MEMBERS

Admission of new members, who may be natural or legal persons of private law or legal persons of public law, to the CNPP, is made by consensus decision of the General Assembly of the CNPP. Until then, as long as he/she has applied to

become a member, he/she can participate in the relevant procedures of CNPP without the right to vote.

The General Assembly may expulse a member from the CNPP with a majority of 2/3 of the members present, as long as his/her actions are documented to hinder its operation or contradict its purposes or violate the obligations arising from the law or the statute.

Members can be:

- The HEGO project partners,
- Growers-producers of herbs,
- Herbal businesses (processing, promotion/marketing),
- Businesses whose object is linked to the herbal sector,
- Nutritionists,
- Trade organizations and chambers,
- Export organizations,
- Investors,
- Policy planning organizations,
- Training centers,
- Educational institutions and research institutes.

## Article 9 - REGISTERING A MEMBER

In order to register as a member of the CNPP, after its establishment, the interested party must submit a written application to the Administrators, who will bring the application to the first regular or extraordinary General Assembly, which will decide in accordance with the provisions herein. Until then, they will be able to follow up the proceedings without the right to vote. The participation of the new members in the decision-making procedures and their promotion to the bodies can only be done after the acceptance of approval of the registration by the General Assembly.

Outgoing members assume the amounts of their contribution in the event that it has not been spent due to a loss of the CNPP.

Members of the CNPP are understood to be its partners, i.e. the signatory founders as well as those who wish to join in the future.

However, the CNPP can also register members - friends without amending the statutes, who can participate in the activities of the CNPP and contribute to the achievement of its goals. Friends of the CNPP have the right to participate in the General Assembly, where they can take the floor and make proposals and observations, but they are deprived of the right to vote as well as the right to elect and be elected and they are not included in reaching a quorum. In addition, they do not participate in the management and representation of CNPP, nor in its finances, and accordingly these members do not have any form of claim (financial or otherwise) against CNPP.

## **Article 10 - RIGHTS OF MEMBERS**

CNPP members have the right to participate in General Assemblies with the right to one (1) vote, as well as the right to elect and be elected under the terms of this Statute and the applicable institutional framework.

Each member has the right to request information on the progress of CNPP affairs and to receive copies of the minutes of the General Assembly and the meetings of the Management Committee as well as the Balance Sheet and the Profit and Loss Account.

## **Article 10a - REGISTER OF VOLUNTEERS**

The shall establishes and maintains a register of volunteers. Participation in the Registry is made by decision of the administrator, following a request from each interested party, or an invitation to him/her which is accepted by him.

## **Article 11 - ADMINISTRATORS - LEGAL REPRESENTATION**



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The management and representation of the CNPP is entrusted to the administrators (3 in total, ranked 1st, 2nd, 3rd) of the CNPP who are elected by the General Assembly of the members, while they may or may not be partners/members of the CNPP. Their term of office is for three (3) years and they acting jointly or separately, act in the name and on behalf of CNPP, binding it with their signature.

When they act separately, they are prioritized as follows: In the event of the 1st's unavailability, the 2nd acts. In case of unavailability of the 1st and 2nd, the 3rd administrator acts.

The administrators:

- They exercise their duties within the framework of the decisions of the General Assembly.
- They represent the CNPP before every Authority, the Courts and against all third parties in general.
- In the exercise of their duties, they perform any management act provided for by the Law and this statute.
- Amounts up to 3,000.00 euros per month are allowed to be managed as extraordinary expenses, without prior approval of the General Assembly.
- They have the possibility to delegate to third parties the exercise of part of their duties, with a written authorization where the extent of the responsibilities assigned to the third parties will be indicated and determined, being responsible for the acts or omissions of these persons.
- They have the power to enforce the decisions of the CNPP in its relations with third parties, to collect any claim from third parties and for any cause.
- They exercise the financial management of the CNPP, according to the mentioned hierarchy.

## Article 12 - GENERAL ASSEMBLY

The General Assembly (GA) is the highest body of the CNPP. It elects the new trustees, approves the balance sheet, validates the operating accounts, amends



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this statute and decides and determines the amount of the annual contribution of CNPP members.

A majority of 2/3 of the total number of CNPP members is required to amend the statute.

The GA meets regularly every year, and on an extraordinary basis when necessary. It is convened by the managers, after a written or electronic invitation seven (7) days before, in which the agenda items, the place and the exact time of the meeting are clearly stated.

The GA has a quorum when at least half of its members are present. If the quorum is not formed, the GA is reconvened after (seven) 7 days when it is in a quorum regardless of the number of members present, but not when it is less than three members.

The GA can meet with physical presence or online.

The GA resolves and regulates all institutional, administrative and organizational matters of the CNPP.

The General Assembly has a quorum and meets validly, as long as at least half of the CNPP Members are present at the beginning of the meeting.

#### MAKING DECISIONS

The decisions of the General Assembly are taken by a majority of 2/3 of the members present.

Decisions are taken by a vote, which is carried out by a show of hands, unless one-fifth (1/5) of the present members request that the vote be taken by roll call or by ballots, in which case the requested method shall be used. Decision making "by voice" is not allowed.

Administrators do not have the right to vote on discharge matters.

## Article 13 - FISCAL YEAR



The fiscal year begins on January 1st and ends on December 31st of each year. The first fiscal year ends on December 31, 2023.

#### **Article 14 BALANCE SHEET - PROFIT / LOSS ACCOUNT**

At the end of the management year, the GA draws up the Balance Sheet, the Profit and Loss Account and the Management Report, which it submits to the GA for approval.

#### **Article 15 BOOKS OF CNPP**

CNPP keeps the books provisioned by the current legislation and in addition:

- Register Book of Members (partners) in which the date of registration, full name, patronymic, residential address, and the date of any deletion are entered in chronological order.
- Book of minutes of the General Assembly.
- Volunteer Register Book.

#### **Article 15 DISSOLUTION AND LIQUIDATION**

CNPP, when dissolved, no matter the method (Article 765 of the Civil Code) will be liquidated in accordance with the provisions of Article 777 of the Civil Code. All partners are hereby designated as liquidators.

#### **Article 16**

For any matter not provided for by the statutes, the provisions of the Civil Code (Articles 741 to 784)

#### **Provision of authorization for establishment**



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Authorization is hereby given to XXXXXXXXXXXXXXXX, Halkidiki Lawyer, AM: XXXXX to act everything legal for the establishment of CNPP, granting it a VAT number and publishing it in the Business Register (G.E.MH.) These authorisations may be given to a third party that he or a partner of CNPP will choose and expressly authorise.

**Provision of authorization to issue / create / close / manage a Bank Account**

The 1st Administrator is hereby instructed and authorised to take all the necessary actions to issue/create/close/manage a CNPP bank account in any bank it wishes. In particular, he is authorised to sign any application, contract, responsible statement or document, concerning the conclusion of a deposit agreement as well as the agreement for opening a savings account, closing an account and managing it in the name of the with the name "Herbs' Cluster of the Black Sea and North Aegean", as well as any prerequisite declaration that he has received (and accepted in terms of content) the relevant pre-contract information form, has full knowledge of the terms of the above contracts and that he accepts them unconditionally.

Administrators are also mandated and empowered, with the indicated succession hierarchy (2nd, 3rd), alone or jointly with the next in hierarchy of administrator(s), to manage the established bank account and to act on all banking operations of CNPP (withdrawals, deposits, notifications, creation of Web Banking, etc.), without monetary or other restrictions.

This statute, after it has been read and accepted by the contracting parties, is signed by them, each of them receives an identical copy.

The partners

.....



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## Regulation of Operation

### *Introduction*

The operating regulations will be finalized and approved by the General Assembly of the CNPP.

The Regulation of Operation (hereinafter "REGULATION") was adopted by the CNPP "Herbs' Cluster of the Black Sea and North Aegean" by the decision of the **regular/extra** General Assembly dated **HH-MM-20YY**. The purpose of the REGULATION is to establish a framework of fundamental operating principles of the CNPP and rules of behaviour of the Management and the employees in the context of their duties.

The Regulation does not cover every possible eventuality, nor does it cover every issue in full analysis, and should always be interpreted based on the principle of good faith and CNPP's statutory purposes.

The Regulation will be communicated to all employees upon their employment at CNPP and will be posted online so that it is immediately available to anyone.

### *Regulation of Operation*

#### **Article 1**

##### ***MANAGEMENT***

For the purposes of this Regulation, the term Management means any legal representative or authorised person of CNPP, as long as he/she acts within the limits of the powers and duties assigned to him/her.

##### ***APPLICATION - EMPLOYEES***

The Regulation applies to all staff employed by CNPP, regardless of the type of contract.

Adherence to the values, principles and rules of the Regulation is a collective responsibility of all CNPP potential, so as to ensure that all employees and partners share the basic values set by the purposes and statutes of CNPP.



The REGULATION sets out the guidelines and is not exhaustive.

### **VALIDITY**

The Regulation, as well as any future amendment, revision or addition thereof, is valid ten (10) days after its approval by the regular or extra General Assembly and after it is posted in an accessible and visible place in the workplace, and employees and partners receive knowledge.

### **Article 2**

Employment contracts of any form, as well as any additions or amendments thereof, are in written or digital form, in accordance with the current institutional framework. One original of the contract is delivered to the Employee and a second original is kept on file by CNPP.

Employees are obliged to declare to CNPP their correct personal information and to provide all the supporting documents required by law upon recruitment for the smooth functioning of the employment relationship. Employees are also required to notify CNPP without delay of any change in the above information, as well as any event that could affect the employment relationship with CNPP or that could constitute a legal basis for any right against CNPP. The consequences of such events begin only from the above written announcement. The data declared by the Employee, as well as any changes to them and/or those declared in the future, are kept in a special file by CNPP to serve the employment relationship between CNPP and the Employee, for as long as this relationship lasts and after its end for as long as provided by the applicable legislation and in the common interest of CNPP and the Employee.

With the Regulation, the Employee expressly and unconditionally acknowledges and accepts the right of CNPP to keep a record of personal data in compliance with the General Data Protection Regulation (EU) 2016/679 (GDPR) and the applicable national legislation which are necessary for the functioning of the working relationship with CNPP and always in accordance with the existing legislation on the protection of personal data as well as the relevant labor, insurance and tax legislation.

Employees have the right to request in writing copies of the above information kept by CNPP in their personal files.



The presentation of supporting documents during the recruitment process or after it, which the candidate knew or should have known to be false or untrue, constitutes grounds for immediate termination of the recruitment process or for immediate termination of the employment contract, as the case may be.

### **Article 3**

#### ***Behaviour of Employees during their work***

Employees must demonstrate diligence in the performance of their duties, comply with applicable legislation. Employees act with honesty and integrity, promote transparency based on their specialized knowledge and many years of experience.

Employees must help and support their colleagues in the performance of their services by promoting respect, honesty and uprightness in their working relationships.

Employees are obliged to treat every Member of the Management, coordinator, colleague or third party decently, avoiding any kind of discrimination, offensive characterizations or harassment.

Employees participate in person in the designated group meetings whenever they are designated at a specific place/time even off-site/place of employment or via the Internet.

Employees may not use CNPP email accounts for personal use.

Employees are required to inform CNPP of the existence of other employment contracts. At any rate, such contracts must not be in competition with the objectives of the CNPP.

Employees are obliged not to be absent without permission and not to be employed during their work in other occupations unrelated to their work at CNPP.

Employees are prohibited from working under the influence of alcohol or other substances.

Employees are encouraged to report inconsistent behavior, but false reports are prohibited.



Employees and former Employees are prohibited from making any publications or statements related to CNPP without prior permission. It is also expressly forbidden to insult CNPP's reputation.

If intentional actions of Employees cause damage to CNPP, compensation may be claimed.

### ***The CNPP***

CNPP has a safety technician and takes all the necessary measures for the safety of workers in the workplace. Employees ensure the consistent implementation of health and safety measures and are required to use the safety equipment that CNPP may provide depending on the circumstances.

CNPP complies with labour law.

CNPP Management and executives treat Employees with respect.

CNPP will not publish personal data of Employees.

CNPP pays the agreed salaries and other benefits, which are at least in accordance with the provisions of the applicable legislation, to a bank account that the Employee will have declared, with his/her Declaration.

The CNPP ensures equal and non-discriminatory treatment among employees.

CNPP ensures that Employees fearlessly report bullying, harassment, or other non-compliant behavior and ensures their protection.

CNPP examines and, on a case-by-case basis, provides support to employees in the event that they face problems for which they request CNPP's assistance.

## **Article 4**

### ***Safety Measures***

CNPP ensures with the Safety Technician, the existence of safety measures and informs the new workers, while for any emergency situation (e.g. heat wave) it ensures that all employees are properly informed.

Employees are obliged to observe safety measures.



## Article 5

### *Amendment*

CNPP may implement or modify the Regulation, depending on the operational needs and purposes of its statute, duly informing the Employees.

### Regulation of Making Decisions

Decisions are made by the Administrators for the daily management.

Decisions for the participation in projects that do not require own contribution in monetary terms, are made by the Administrators.

Decisions for the participation in projects that do require own contribution in monetary terms, are made by the General Assembly.

Decision for the strategy, approval of balance sheets and profit/loss accounts, election of administrators, new members, etc. are made by the General Assembly, in compliance with the Statute provisions.

Procurement decisions are made as per the Procurements' Regulation.

Recruitment decisions are made by the Administrators, after application of candidates, following public announcement including selection criteria, in the webpage of the CNPP and optionally other media.

### Intra-Communication Plan

The Intra-communication plan includes actions to enable an uninterrupted communication and information exchange between the project partners identifying a common code of communication and instruments to achieve high visibility of the project and ensure understanding between all project team members and sub-contractors.



The communication within the CNPP is made with confidentiality. No leakage is allowed, without permission.

The internal communication, between the administration, the executives and the employees has two main objectives:

1. Improvement of the operational procedures and quality of the outputs.
2. Understanding the importance of the objectives of the cluster, and increasing the enthusiasm of the Organisation and inspire better performance and binding with the objectives of the CNPP.

Communication means include telephone calls; emails; Internet means / VoIP such as Skype, ZOOM, Webex, NetMeeting, Microsoft Teams, Google Meet, WhatsApp, Viber, Telegram, Signal, and others.

CNPP will have subgroups in Internet communication services (channel) such as Telegram, to communicate general news/updates to all participants.

Among goals of the intra-communication plan is the simplification of the work and the motivation of the staff of the beneficiaries.

### *Target Groups*

The target groups of the intra-communication plan are:

- the partners of HEGO project;
- the members of CNPP;
- the executives of CNPP;
- the employees of CNPP;
- the volunteers of CNPP;
- the sub-contractors of CNPP.

### *Main activities*

The main activities, apart from regular communication by email and phone calls about current work, include:

- Creation of a six-monthly internal newsletter in digital format, which will be distributed to the target groups;
- Creation of a channel in an online application (telegram, slag, viber, whatsapp, signal, etc) for direct communication to everyone, important news related to the field;
- Special training seminars for executives, employees and partners;
- One celebration / group meal, etc per semester.

### Contact List

No	Country	Position in the Organization (in case of representative of a legal entity)	Name SUR-NAME	Comments (Optional)	Tel Number (Land Line)	Cellular Number	Skype ID	Email Address
1				Project Manager, Financial Manager, Communication Officer, Expert1: task1 Etc.				
..								
..								
n								

The list will be available to all partners and will be updated, whenever changes occur. The use of the list will be in compliance with the GDPR provisions.



## Communication-Promotion Plan

The communication plan includes actions to disseminate strategy, objectives and achievements towards the relevant stakeholders / target groups, raising awareness on biodiversity and good practices, using all communication tools foreseen in the project.

The appropriate and extended publicity, is of key importance to maximise the expected results and achievements.

### *Target Groups*

- General Public of the intervention area and other areas;
- Stakeholders in the participating countries;
- National, Regional and Local Authorities of the participating countries;
- Chambers of Commerce in the participating countries;
- Other clusters in the sector of herbs, their products and healthy diet in the participating and other countries;
- Entrepreneurs in the sector of herbs and their products, in the participating and other countries;
- Trading entities in the food sector in the participating and other countries;
- Pharmaceutical Organisations and Enterprises in the participating and other countries;
- Knowledge carriers (Universities and Research Institutes) in the participating and other countries.

The list above, is indicative. Other entities linked directly or indirectly to the herbs' sector, are also target groups.

*Specific communication objectives*

General Public of the intervention area and other areas	Raise information and awareness of the cluster, its objectives and its achievements.
Stakeholders in the participating countries	Potential contribution to further development of the herbs' sector. Improve biodiversity conservation.
National, Regional and Local Authorities of the participating countries	Raise information and awareness of the cluster, its objectives and its achievements. Improvement of the related policies in the sector of herbs and conservation of biodiversity.
Chambers of Commerce in the participating countries	Raise information and awareness of the cluster, its objectives and its achievements. Potential promotion in wider audience, creating more economic opportunities.
Other clusters in the sector of herbs, their products and healthy diet in the participating and other countries	Raise information and awareness of the cluster, its objectives and its achievements. Creation of synergies and cooperations.
Entrepreneurs in the sector of herbs and their products, in the participating and other countries	Raise information and awareness of the cluster, its objectives and its achievements. Potential increase of the economic opportunities in the herbs' sector.
Trading entities in the food sector in the participating and other countries	
Pharmaceutical Organisations and Enterprises in the participating and other countries	Raise information and awareness of the cluster, its objectives and its achievements.



	Potential of new/more economic opportunities in the herbs' sector.
Knowledge carriers (Universities and Research Institutes) in the participating and other countries	Raise information and awareness of the cluster, its objectives and its achievements. Cooperation for related scientific research.

### *Chosen Communication Tools*

The communication tools chosen for the implementation of the communication of the cluster, will be:

- Cluster Logo
- Poster of the Cluster
- Use of Cluster Logo in all items and products of the cluster
- Billboard at the premises
- Website of the cluster
- Use of emails for the cluster people, in the domain of the cluster
- Social media presence (e.g. Facebook, Instagram, Twitter).
- Press Conferences and Press Releases
- Publications and special articles in media
- Publication and distribution of special issues
- Organisation of conference, every two years (it may be co-organised with other entities (e.g. Universities))
- Participation and presentation of the cluster and its activities in events and conferences of other entities

The list is not exhaustive and other means of communication may be used, in case they will be assessed and useful.



All activities, at national level, will be promoted in the native language.

### *Logo and templates*

The logo of the cluster, the poster of the cluster, the billboard of the cluster, the sticker of the cluster (for use in its equipment and items), the templates of letter, press release, invitation, agenda, attendance list in events and evaluation sheet, as well as the newsletter template, will be designed and prepared once the CNPP is established.

All products, reports, essays, etc. will carry the logo of the cluster.

Temporary, the logo for use, will be the HEGO project logo:



### *Seminars, Trainings, Events, Campaigns, Conference*

For each of the events that attract participants, like Seminars, Trainings, Events, Campaigns, Conference, the event will be prepared well in advance and invitations will be sent to the recipients' list early, in order to organize their schedule.

For the Seminars, Trainings and Campaigns, the preparation should start at least three (3) months prior to the actual dates of the activities.

For Events such as Press Conferences, the preparation should start at least two (2) weeks prior to the actual dates of the activities.



For the Conference, the preparation should start at least nine (9) months prior to the actual date of the activity.

The place where all these activities will be performed, will have posters of the cluster and banners.

The material used in all these activities (printed and/or electronic), will be marked with the appropriate logo and wording of the cluster.

All events will be promoted through the web-pages of the cluster, and the pages in social media.

After the end of each event, press releases will be prepared and distributed to the Media and also will be posted in the web-pages of the project and the pages in social media.

All events will be communicated widely enough, at the earliest, in order to organize the participation of the audience.

All events will be documented and a short report of implementation will be prepared, after they are completed, for the records of the cluster.

In case activities are funded by a programme, the required logo and disclaimers will be used properly.

All activities will be in compliance with the GDPR.

### *Indicators*

Indicators are important factors for projects and ventures, particularly for monitoring and evaluation purposes as with them the people in charge can define how the intervention will be measured, assess progress of provisioned activities and identify flaws and possible improvements. Indicators that will be used for the management of the communication actions of the cluster will be precise, reliable, valid, measurable, practicable. Also, the indicators provide the basis for which the evaluators will assess the overall impact of the cluster.

Types of indicators that will be used:

**Process indicators:** Indicators for measuring processes or activities.



**Outcome indicators:** Indicators for measuring outcomes.

**Impact indicators:** Indicators for measuring the long term impacts of the cluster, also known as the development impact.

Indicators to be considered:

- Number of Campaigns for highlighting the value of herbs and healthy diet;
- Number of citizens, participating in the campaigns;
- Number of institutes and organisations receiving information about the project and its achievements;
- Number of Information and Publicity items produced;
- Number of stakeholders that participated in the events;
- Number of Local/Regional/State Authorities that actually participated in the events;
- Number of followers in the pages in Social Media;
- Number of Posts in social media;
- Number of Press Releases;
- Number of publications in media;
- Total number of events per year.

*Human Resources for the Communication*

The cluster will have a dedicated person for the Communication activities. It will cooperate with the team of an external expert for some types of communication activities (e.g. Conference, Seminars, Campaigns, Trainings).



### *Financial resources for the Communication*

The financial resources that will be used for Communication, will be part of the total annual budget of the CNPP. It is expected to be on average, at around 25% - 30%, excluding special occasions (e.g. an international conference).

The expenditure will be covered by the income of CNPP (e.g. Donors such as EU funds; membership fee; income from activities).

The initial cost of the operation of the CNPP, after its establishment, is expected to be limited to the following:

Rent	0.00€ (Concession by the Public)
Equipment	0.00€ (Concession by the Public)
Telephone and Internet	50.00€ (Monthly)
Several Operation expenses	140.00€ (Monthly)
Papers. toners. etc.	40.00€ (Monthly)
Electricity	80.00€ (Monthly)
Heating	100.00€ (Reduced Monthly Value)
Cooling	30.00€ (Reduced Monthly Value)
Accountant	70.00€ (Monthly)
1 Employee	1,240.00€ (Reduced Monthly Gross Value)
<b>SUBTOTAL</b>	<b>1,750.00€ (Monthly)</b>

### Indicative Terms of Reference for Participation in the Cluster

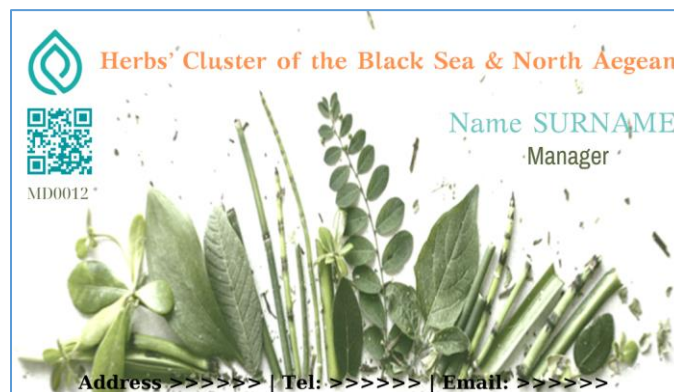
Members of the cluster can be only persons and entities of the target group (e.g. cultivators of herbs, traders of herbs' and their products, universities, decision makers, etc.).

The members of the cluster have to respect the regulations and agree with its objectives.

The members of the cluster should not take advantage of the cluster knowledge and achievements in their favour and disadvantage of others, thus to be fair to others in the cluster.

### Draft of a Member ID

Indicative member ID<sup>2</sup>.



### Draft of Members' Registry with their Characteristics

The members' registry will include essential information about each member of an organization or group. The following key details should be included in the members' registry<sup>2</sup> of the cluster:

1. Personal Information: Full name, address, contact data, email address, and any other relevant personal details.

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<sup>2</sup> It will be finalized after the establishment of the CNPP.



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2. **Organization:** In the event that the member represents an Organization, then all the relevant details of the Organization are specified (Name, full seat address, contact details, document appointing a representative)
3. **Membership Details:** Date of joining, membership type or category, membership status (active, inactive, expired), renewal dates, and any additional membership-related information.
4. **Communication Preferences:** Preferred method of communication (email, phone, mail), language preferences, and any specific communication restrictions.
5. **Skills and Interests:** Any specific skills, areas of expertise, or interests that members possess, which could be useful for the cluster.
6. **Participation History:** Record of participation in events, activities, committees, or projects within the cluster.
7. **Payment Information:** Details about membership fees, payment history, and any outstanding dues.
8. **Volunteering and Contributions:** Information about any voluntary work, donations, or contributions made by members to the cluster.
9. **Privacy and Consent:** Ensure compliance with data protection regulations (GDPR) by including consent for data storage and usage.
10. **Membership Benefits:** Information regarding the benefits, privileges, offered to members.
11. **Emergency Contact Information:** In case of an emergency, contact details of a designated person to be contacted on behalf of the member.

The Registry will be treated in full compliance with the GDPR.

### [Draft of Sub-Contracting Regulation with Third Parties](#)

The main purpose of the regulation for the procurements of goods and services, is to provide flexibility, with transparency and accountability, ensuring that all procurements will be “best value for money”.



The regulation will be finalised after the establishment of the CNPP and it will be approved by the General Assembly. Any modification or update, should also be endorsed by the General Assembly.

Any procurement will comply with the following steps:

- Recognition of the specific need;
- Draft of Specifications;
- Market research;
- Finalisation of Specifications<sup>3</sup>, budget and full set of terms of reference;
- Existence of an evaluation committee (appointed by the General Assembly on a 3years duty). The committee may consist also by members who are not part of the CNPP, especially if the procurement item is special.
- Existence of a receiving committee (appointed by the General Assembly on a 3years duty). The committee may consist also by members who are not part of the CNPP, especially if the procurement item is special.
- Subject to the total cost of the procurement, different ways of completion will be followed:
  - If the procurement is of different markets (e.g. one TV set and a research), then for each different market:
    - if the cost is below 3,000.00€ without the respective VAT, a direct award and purchase is followed with the decision of the Administrator.
    - If the cost is above 3,000.00€ without the respective VAT, and below 30,000.00€ without the respective VAT, then a direct award and purchase is followed, after 3 offers by different suppliers will be received. The decision is made by the Administrator, after the

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<sup>3</sup> One of the main reasons for the market research is the identification of the latest progress in technology and update of previous described specifications as they may already be obsolete or outdated. The other main reason is the average market price.



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proposed outcome of the evaluation made by the evaluation committee, in which the administrator does not participate.

- If the cost is above 30,000.00€ without the respective VAT, then a public tender will be launched, with a detailed tender dossier, for closed/sealed offers. The decision is made by the Administrator, after the proposed outcome of the evaluation made by the evaluation committee in which the administrator does not participate.
- In each case, the specifications are clear to all, without hidden information.
- The committee members should not have conflict of interest with the suppliers / candidate suppliers. Should that be the case, they will be replaced for the specific procurement.
- The tenders may be based on the lowest offered price, or the best value for money (combination of evaluation of the technical offer and the financial offer), or based on the green procurements' principles (e.g. with evaluation of the life circle of the requested goods) with clearly predefined criteria.
- In case the procurement is funded by a programme, then the hardest regulation is applied (i.e. if the programme has toughest rules than the procurement regulation, then those are followed, and vice versa).
- Technical Defragmentation of the market is not allowed.
- The payments of the procurements are made only after the goods or services are well received by a respective receiving committee.



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## Indicative Elements of the Sustainability Plan of the Operation of the Cluster (with 2 Scenarios)

### *Introduction*

The sustainability plan will assess the main factors of sustainability of the establishment of the reference cluster “Herbs’ Cluster of the Black Sea and North Aegean”.

### *Indicative Elements of the Sustainability Plan*

The sustainability of the cluster will directly depend on the active involvement of the members, the dynamics it will develop, the continuity it will present, the continuous upgrading of its quality characteristics, and the coverage of the operational costs.

Assuming that the involvement of the members will be active as it directly concerns their interests, below are some indicative elements that can ensure the sustainability of the operation of the CNPP.

- It will develop collaborations with other networks in order, among others, to expand the base of communication and outreach of its members with others.
- I will promote and make widely known its existence, goals and achievements.
- It will participate in research projects and studies, in collaboration with knowledge bodies such as universities and institutes.
- It will participate in co-financed programs with a related subject.
- It will expand its membership base.
- It will implement actions for third parties or other actions that will bring income to cover its operational needs.
- It will gradually acquire an advisory role for decision-making authorities.
- It will support its members with knowledge, information and constant updating of developments in the relevant markets.

- It will develop the cluster's quality signal system which it will support with strict criteria for uninterrupted quality assurance.

Below, are two indicative scenarios, with a conservative approach.

### Scenario 1

Expenses Assumptions: one employee for the first 2 years, then 2 for the next 2 years, then 3 for the next year and 4 for the last year.

Income Assumptions: membership fees, increasing every year due to smooth increment of members., donations, -income from co-funded projects, several sales, events with entrance fee.

EXPENSES	per month	Y1	Y2	Y3	Y4	Y5	Y6
Rent	Concession by the Public	- €	- €	- €	- €	- €	- €
Equipment		- €	- €	- €	- €	- €	- €
Telephone & Internet	Monthly	50,00€	50,00€	70,00€	70,00€	90,00€	90,00€
Several Operation expenses		140,00€	140,00€	170,00€	170,00€	190,00€	190,00€
Papers. toners. etc.		40,00€	40,00€	60,00€	60,00€	80,00€	80,00€
Electricity		80,00€	80,00€	100,00€	100,00€	120,00€	120,00€
Heating	Reduced Monthly Value	100,00€	100,00€	110,00€	110,00€	120,00€	120,00€
Cooling		30,00€	30,00€	40,00€	40,00€	50,00€	50,00€
Accountant	Monthly	70,00€	70,00€	80,00€	80,00€	90,00€	90,00€
Employees	Reduced Monthly Gross Value	1.240,00€	1.240,00€	2.480,00€	2.480,00€	3.720,00€	4.960,00€
EXPENSES	1year	Y1	Y2	Y3	Y4	Y5	Y6
Rent	Concession by the Public	- €	- €	- €	- €	- €	- €
Equipment		- €	- €	- €	- €	- €	- €



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Telephone & Internet	Annually	600,00€	600,00€	840,00€	840,00€	1.080,00€	1.080,00€	
Several Operation expenses		1.680,00€	1.680,00€	2.040,00€	2.040,00€	2.280,00€	2.280,00€	
Papers. toners. etc.		480,00€	480,00€	720,00€	720,00€	960,00€	960,00€	
Electricity		960,00€	960,00€	1.200,00€	1.200,00€	1.440,00€	1.440,00€	
Heating		1.200,00€	1.200,00€	1.320,00€	1.320,00€	1.440,00€	1.440,00€	
Cooling		360,00€	360,00€	480,00€	480,00€	600,00€	600,00€	
Accountant		840,00€	840,00€	960,00€	960,00€	1.080,00€	1.080,00€	
Employees		14.880,00€	14.880,00€	29.760,00€	29.760,00€	44.640,00€	59.520,00€	
Communication Activities		2.000,00€	3.000,00€	7.500,00€	8.500,00€	12.000,00€	14.000,00€	
Other Activities		2.000,00€	3.000,00€	8.000,00€	8.000,00€	11.000,00€	15.000,00€	
<b>SUBTOTAL</b>			<b>25.000,00€</b>	<b>27.000,00€</b>	<b>52.820,00€</b>	<b>53.820,00€</b>	<b>76.520,00€</b>	<b>97.400,00€</b>
<b>INCOME</b>	<b>1year</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Y6</b>	
Capital (Shares)		1.000,00€	100,00€	150,00€	200,00€	250,00€	300,00€	
Membership fees		800,00€	880,00€	1.000,00€	1.160,00€	1.360,00€	1.600,00€	
Sponsorship, Donations		18.000,00€	10.000,00€	12.000,00€	12.000,00€	15.000,00€	15.000,00€	
Co-funded projects		- €	12.000,00€	20.000,00€	25.000,00€	40.000,00€	55.000,00€	
Sales		4.000,00€	4.000,00€	9.000,00€	12.000,00€	15.000,00€	18.000,00€	
Events with entrance fee		4.000,00€	4.000,00€	6.000,00€	8.000,00€	10.000,00€	10.000,00€	
<b>SUBTOTAL</b>			<b>27.800,00€</b>	<b>30.980,00€</b>	<b>48.150,00€</b>	<b>58.360,00€</b>	<b>81.610,00€</b>	<b>99.900,00€</b>
<b>INCOME - EXPENSES</b>			<b>2.800,00€</b>	<b>3.980,00€</b>	<b>- 4.670,00€</b>	<b>4.540,00€</b>	<b>5.090,00€</b>	<b>2.500,00€</b>
<b>Cumulative Income-Expenses</b>		<b>2.800,00€</b>	<b>6.780,00€</b>	<b>2.110,00€</b>	<b>6.650,00€</b>	<b>11.740,00€</b>	<b>14.240,00€</b>	

According to scenario1, it is important to have co-funded projects in progress and have activities bring income (e.g. events with entrance fee).

### Scenario 2

Expenses Assumptions: one employee for the first 2 years, then 2 for the next 2 years, then 3 for the next year and 4 for the last year.

Income Assumptions: membership fees, increasing every year due to smooth increment of members, donations, income from co-funded projects, several sales, events with entrance fee.

EXPENSES	per month	Y1	Y2	Y3	Y4	Y5	Y6
Rent	Concession by the Public	- €	- €	- €	- €	- €	- €
Equipment		- €	- €	- €	- €	- €	- €
Telephone & Internet	Monthly	50,00€	50,00€	70,00€	70,00€	90,00€	90,00€
Several Operation expenses		140,00€	140,00€	170,00€	170,00€	190,00€	190,00€
Papers. toners. etc.		40,00€	40,00€	60,00€	60,00€	80,00€	80,00€
Electricity		80,00€	80,00€	100,00€	100,00€	120,00€	120,00€
Heating	Reduced Monthly Value	100,00€	100,00€	110,00€	110,00€	120,00€	120,00€
Cooling		30,00€	30,00€	40,00€	40,00€	50,00€	50,00€
Accountant	Monthly	70,00€	70,00€	80,00€	80,00€	90,00€	90,00€
Employees	Reduced Monthly Gross Value	1.240,00€	1.240,00€	2.480,00€	2.480,00€	3.720,00€	4.960,00€
EXPENSES	1year	Y1	Y2	Y3	Y4	Y5	Y6
Rent	Concession by the Public	- €	- €	- €	- €	- €	- €
Equipment		- €	- €	- €	- €	- €	- €



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Telephone & Internet	Annually	600,00€	600,00€	840,00€	840,00€	1.080,00€	1.080,00€	
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Heating		1.200,00€	1.200,00€	1.320,00€	1.320,00€	1.440,00€	1.440,00€	
Cooling		360,00€	360,00€	480,00€	480,00€	600,00€	600,00€	
Accountant		840,00€	840,00€	960,00€	960,00€	1.080,00€	1.080,00€	
Employees		14.880,00€	14.880,00€	29.760,00€	29.760,00€	44.640,00€	59.520,00€	
Communication Activities		2.000,00€	5.000,00€	9.000,00€	11.000,00€	13.500,00€	15.000,00€	
Other Activities		2.000,00€	4.000,00€	8.000,00€	10.000,00€	12.000,00€	16.000,00€	
<b>SUBTOTAL</b>		<b>25.000,00€</b>	<b>30.000,00€</b>	<b>54.320,00€</b>	<b>58.320,00€</b>	<b>79.020,00€</b>	<b>99.400,00€</b>	
<b>INCOME</b>	<b>1year</b>	<b>Y1</b>	<b>Y2</b>	<b>Y3</b>	<b>Y4</b>	<b>Y5</b>	<b>Y6</b>	
Capital (Shares)		1.000,00€	100,00€	150,00€	200,00€	250,00€	300,00€	
Membership fees		800,00€	880,00€	1.000,00€	1.160,00€	1.360,00€	1.600,00€	
Sponsorship, Donations		18.000,00€	10.000,00€	12.000,00€	12.000,00€	15.000,00€	20.000,00€	
Co-funded projects		- €	9.000,00€	20.000,00€	25.000,00€	30.000,00€	36.000,00€	
Sales		4.000,00€	7.000,00€	11.000,00€	15.000,00€	21.000,00€	27.000,00€	
Events with entrance fee		4.000,00€	5.000,00€	8.000,00€	10.000,00€	12.000,00€	15.000,00€	
<b>SUBTOTAL</b>			<b>27.800,00€</b>	<b>31.980,00€</b>	<b>52.150,00€</b>	<b>63.360,00€</b>	<b>79.610,00€</b>	<b>99.900,00€</b>
<b>INCOME - EXPENSES</b>		<b>2.800,00€</b>	<b>1.980,00€</b>	<b>-2.170,00€</b>	<b>5.040,00€</b>	<b>590,00€</b>	<b>500,00€</b>	
<b>Cumulative Income-Expenses</b>		<b>2.800,00€</b>	<b>4.780,00€</b>	<b>2.610,00€</b>	<b>7.650,00€</b>	<b>8.240,00€</b>	<b>8.740,00€</b>	



The scenario2 shows that if the income from programmes is limited, the sales would have to be increased, in order not to have losses.

### *Conclusions*

The cluster can be sustainable if it immediately develops extensive communication and organizes sales and activities, including co-financed and fee-based actions.

### Draft of Recording Files and Correspondence

The recording of the files and correspondence will include: Date and Time; Sender; Recipient; Subject; Folder of the relevant Case; Person in charge for handling; Status of the file (handling is pending; handling in progress (%); handled - file closed); Filename: **TOPIC YYMMDD xxxxxxxx** (.PDF/ .MSG/ .DOCX/ ...), where YY are the 2 digits of the year, MM are the month and DD is the day, xxxxx is replaced with a 2-6 words of the topic.

All files are kept in backup copies inside the CNPP headquarters, a copy is kept outside the headquarters and also all files are also stored in the cloud.

### Indicative List of Initial Participants in the Cluster

The CNPP of the cluster will start informally, until its legal establishment, with the following members:

- HEGO Project Partners (5);
- Entrepreneurs that had received consultation services during the HEGO project in Armenia, Georgia, Greece, and Moldova, who are interested in (approximately 60);
- Entrepreneurs and entities that signed the Memorandum of Understanding (MOU) of the HEGO project (up to 40).



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## Several Issues

Brief approaches are given below, regarding the activation of the process of creating the black sea herb cluster and the indicative approach to cover the operational costs.

### Expected Activation

As provided by the Sedlmayr, zu Koecker and Schneider (2021), prior to the activation of a cluster, the related policies should be strengthened. The stages of development of a cluster are shown in the following graph<sup>4</sup>.

- | ▪ <b>INITIATION PHASE</b>                         | ▪ <b>ESTABLISHMENT PHASE</b>                          | ▪ <b>OPERATIONALISATION PHASE</b>                          | ▪ <b>TRANSFORMATION PHASE</b>                               |
|---|---|--|---|
| ▪ STEP 1: What potentials do we have?             | ▪ STEP 1: How to operationalise the strategy?         | ▪ STEP 1: How to operationalise?                           | › STEP 1: Identifying trends and challenges                 |
| ▪ STEP 2: Who needs to be involved?               | ▪ STEP 2: How to form the organisation?               | ▪ STEP 2: How to attract and tie cluster actors?           | › STEP 2: Stepping beyond cluster boundaries                |
| ▪ STEP 3: Which value added do we want to create? | ▪ STEP 3: Which services and activities to implement? | ▪ STEP 3: How to reach cluster management professionalism? | › STEP 3: Becoming integral part of an innovation ecosystem |
| ▪ STEP 4: How to develop a strategy?              | ▪ STEP 4: How to monitor the progress?                |  |   |

At the present, the status is in the Initiation Phase, Step 4. Activation (Establishment Phase) is expected to happen once initial funding is secured, within the programming period 2021-2027.

*“The time it takes to get a cluster initiative established could range from 6 months or a number of years, depending on the cluster development model, clustering supports and funding availability, buy-in from industry, or the size and geographic scope of the cluster”* (Byrne, 2021). For example, the famous *Catalonia Cluster Development Strategy* envisages a procedure of a 24-months initiation period.

<sup>4</sup> Sedlmayr, zu Koecker and Schneider (2021). Edited by the author of this document.



## Indicative Operational Budget Coverage

The cost of establishment and operation of the cluster with a minimum of one employee, dedicated to the objectives of the cluster, is suggested to be covered initially through a co-financing EU programme, in the programming period 2021-2027, while it will commence an annual membership fee, for the participants, who will be benefiting from the activities of the cluster. Furthermore, the CNPP will develop an activities' plan that will include sales and the organization of events with entrance fee.

*“Resources are needed in the early stages to support cluster development which may include a dedicated person to manage the cluster initiation, marketing and events budget to initiate the cluster and bring the key stakeholders together, funding for initial cluster activities or seed investment for small-scale, immediate projects. While cluster development is not resource intensive, an initiative with less than 2-3 years of secured resourcing at the start of its life cycle, can be vulnerable. Well-resourced clustering initiatives are more likely to establish the cluster’s strategy and initial priorities prior to engaging on projects” (Byrne, 2021).*

## Indicative Key Success Factors

Key Success Factors (KSF) are those characteristics - Key Performance Indicators - KPIs, that when really achieved and managed properly, can have a huge impact on performance and success of a Project. Thus, KSFs/KPIs represent the "critical areas" in which the organisation must pay special attention to maximize the chances of success of its objectives. The method includes:

- determining the factors that the cluster must achieve in order to be able to meet the new demands created by the modern socio-economic environment;
- the measurement of these factors for future performance control compared to past;
- the combination (matching) of these factors with the services provided by the cluster, in order to determine how much the development of each service "depends" on the "degree achievement" of each factor;



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- the specialisation of the above and the determination of the interaction of various indicators regarding the administration-management system.

Success factors that can contribute to the growth and effectiveness of the cluster are:

- Strong Leadership / Coordination: The cluster, should have strong and effective leadership that can provide direction and guidance, and help build trust and rapport among members. The leadership can remain with the Lead Beneficiary of the HEGO project, especially at the beginning of the operation, unless otherwise is decided at a later stage.
- Active Participation: The members of the cluster should be actively engaged and participate in the network's activities and events. This helps build relationships and connections, and fosters a sense of community among members.
- Clear Goals and Objectives: The cluster should have clear and well-defined goals and objectives that are aligned with the needs and interests of its members. This helps ensure that the network provides value to its members and remains relevant and effective.
- Diverse Membership: The cluster should have a diverse membership, representing different industries, backgrounds, and perspectives. This helps foster innovation, creativity, and cross-sector collaboration.
- Regular Communication: Effective communication is critical for the success of the cluster. Regular communication can help keep members informed about upcoming events, news, and opportunities, and can help build trust and a sense of community.
- Access to Resources: The cluster should provide members with access to resources, such as funding opportunities, expertise, and information. This helps members grow and expand their businesses, and can help the network attract new members.
- Measurable Outcomes: The cluster should have measurable outcomes and be able to track and report on its impact. This helps demonstrate the value of the network to its members and stakeholders, and can help attract funding and support.



By focusing on the above success factors, the cluster can create a strong and effective community that provides value to its members and helps drive economic growth and development.

## Indicative Good Practice

A good practice is the Farmers' Business Network (FBN)<sup>5</sup>.

It is a business network serving in the USA; Canada, Australia; and Brazil.

Its Mission is *“Powering the prosperity of Family Farmers around the world.”*

Its Vision is *“Every farmer is a member of Farmers Business Network, resulting in economically viable and sustainable family farms and rural communities.”*

Its Values are *“Act like an owner, be a great team, serve Family Farmers.”*

FBN was developed in 2014 by a handful of farmers as an independent, unbiased and objective farmer-driven information source. **By sharing agronomic precision data with one another, they knew that all farmers could make better decisions on seeds and agronomics.** No marketing fluff, just the facts on raw performance. They wanted transparency and to be treated fairly in the market. That's how a dream became a reality – Farmers Business Network. Within two years, the network spread to thousands of farmers managing millions of acres. As each new farmer joins the FBN Network, every member's seed information, agronomic analytics and buying power gets stronger. When farmers connect, farmers win – and the services, technology and network keep growing.

Through crowdsourced data, FBN provides recommendations on seeds, fertility, and crop protection. In addition, it sells generic products directly in their platform as well as connecting farmers to buyers of their crop.

In its goals, among others, are: democratise information; provide unbiased analytics.

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<sup>5</sup> <https://www.fbn.com>



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SHOP MARKET ANALYZE COMMUNITY ABOUT

Sign In

Sign Up

# Welcome to *Farmers Business Network*<sup>®</sup>

FBN helps Family Farmers maximize their profit potential with data and technology, direct-to-farm commerce, community and a sustainability platform.



## Reduce Production Costs

Great value and convenient farm products and services delivered direct-to-farm.



## Maximize Profit Potential

Cutting edge marketing and risk management services to help maximize the value of your crops.



## Make Confident Decisions

Data-backed, farm-tested insights and our global farmer community to make decisions that improve the bottom line.

55,000 +  
Farmers

4  
Countries

117M  
Network Acres

## Conclusions – Summarised Expected Results

The herbs' sector has a great potential for growth, and the area of intervention, Black Sea Basin and the North Aegean, has precious biodiversity. In order to protect the biodiversity and also benefit from the exploitation of herbs and their products, the cultivation instead of collection from nature, is promoted. The creation of a cluster of stakeholders in the intervention area, can contribute significantly to the conservation of the biodiversity, change the culture of collection from nature, promote cultivation methods, training, research, and add value to the products for improving income through more exports, entrance in new markets and potentially closing deals with large manufacturers, such as those in the pharmaceutical and cosmetic sectors.



The success of an established cluster is not guaranteed and several factors should be considered for its development and achievement of its goals. Therefore, a good preparation is required and devoted people.

This document has provided a series of tools that are useful for the creation of a robust cluster in the sector of herbs.

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Page: [55]

Common borders. Common solutions.



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