



Contracting Authority: European Commission

Central Asia Invest Programme 2009-2010

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| Title of the action: | Strengthening Central Asian - European partnership and co-operation in the fashion sector (EURASIA-FASHION) |
| Locations of the action: | Greece, Bulgaria, Holland, Kazakhstan, Kyrgyzstan and Uzbekistan |
| Name of the beneficiary | Hellenic Clothing Industry Association |
| Partner 1 | International Apparel Federation Holland |
| Partner 2 | Bulgarian Chamber of Commerce and Industry Republic of Bulgaria |
| Partner 3 | Chamber of Commerce and Industry of Uzbekistan in Tashkent region Uzbekistan |
| Partner 4 | Union of Textile Kyrgyzstan |
| Partner 5 | Association of Light Industry Enterprises Kazakhstan |

Summary

Objectives of the action:

The overall objective is to promote the development of the private sector by encouraging the growth and expansion of Small and Medium Enterprises.

The specific objective is to reinforce the role and the competences of Business Intermediary Organisations (BIO) in Kazakhstan, Kyrgyzstan and Uzbekistan, increasing their capacity to support SMEs and to influence policies in favour of micro and small scale companies.

Partners: (1) The Hellenic Clothing Industry Association (HCIA), (2) The International Apparel Federation (IAF), (3) The Bulgarian Chamber of Commerce and Industry (BCCI), (4) The Association of Light Industry Enterprise of Kazakhstan, (5) The Chamber of Commerce & Industry of Uzbekistan, and (6) The Textile Union of Kyrgyzstan

Target Groups: (a) the BIOs in the three target countries, namely Kazakhstan, Kyrgyzstan and Uzbekistan, and (b) the SMEs related to the Textile and Clothing (T&C) sectors in the three target countries

Estimated results: (a) Permanent partnership channels to enable transfer of know-how and expertise exchange, as well as international business and commercial co-operation and diffusion of results, (b) Upgrading the skills of BIO staff members making them better equipped to service the local SMEs, (c) A stable ground for effective lobbying and advocacy functions in favour of micro and small scale companies

Total duration of the action: 18 months

Main Activities:

Component 1: Setting up the partnerships

Activity 1.1: Drawing up a Partnership Agreement.

Activity 1.2: Assessment of the BIOs' capacity to influence policies in favour of SMEs in the target countries.

Activity 1.3: Establishing networking facilities.

Component 2: Institutional capacity building activities

Activity 2.1: Capacity building activities to the BIOs of the three target countries.

Activity 2.2: Selection of SMEs to be trained locally, based on specific criteria.

Activity 2.3: Organising collaborative workshops.

Activity 2.4: Delivery of training by the BIOs to the SMEs.

Component 3: Disseminating activities in favour of micro and small scale companies

Activity 3.1: Designing and Implementing an Action Plan for a Communication Strategy.

Activity 3.2: Development and distribution of international and analytical dissemination material.

Activity 3.3: Organisation of a brokerage event for the Textile/Clothing sector in Europe.

Activity 3.4: Monitoring and Follow up activities.

Objectives

Central Asia Invest (started in 2008) is an initiative within the European Commission's overall strategy to support EU-Asian co-operation, designed to establish and consolidate bonds between European and Central Asian Business Intermediary Organizations (**BIOs**) in order to facilitate the transition towards a market economy. By developing Business Organizations, Central Asia Invest also aims at encouraging the establishment and/or internationalisation of existing Small and Medium Enterprises (SMEs).

Asia is a crucial partner for the EU, politically and economically and there is important scope for promoting the development of private sector by encouraging the growth and expansion of the small and medium enterprises. On the other hand, most Central Asian SMEs have fragmented knowledge of business sectoral knowledge, in particular of strategic marketing, appropriate marketing-mixes, access to information and capital. In conjunction with the sometimes low-level vocational education, these SMEs face difficulties to produce competitive quality and at the same time they remain geographically restricted.

In this context, Business Intermediary Organisations can play a key role in the reform process towards a market economy, contributing to civil society development and to the creation of new employment opportunities and income. By improving their capacity to assist small businesses and to create bridges between the governments and the private sector, they will contribute to the eradication of poverty and to the gradual democratic and economic transition of these countries. This is why the Central Asia Invest programme supports Business Intermediary Organisations.

The ultimate scope of the present project is to achieve productive entrepreneurship, which is crucial to local economic growth, employment creation, internationalisation and innovation. Improving entrepreneurial activity, through internationalisation of the textile / clothing / fashion sector, is expected to create jobs, drive efficient resource use and accelerate the process of generating, diffusing and applying innovative ideas and concepts, thus providing concrete and desired solutions for the Project targeted beneficiaries and the society at large.

To address the above challenges, the present Project focuses on developing specific mechanisms that will provide legal and institutional capacity building to the Central Asia Business Intermediary Organisations (BIOs) and SMEs, towards strengthening links between themselves, but also with the EU, encourage new flows of investment for the Central Asia Countries and create a public-private dialogue for strengthening the integration of SMEs into the networking mechanisms, thus aiming at generally improving the business environment.

Expected results

Our strategy for the implementation of the present Project distinguishes the following three Components of Activities:

➤ Component 1: Setting up the partnerships

Establishment of workable partnerships is a core initial step in the project implementation. Under this Component, the ultimate aim will be to ensure co-ordination of all activities towards exchanging of experiences and expertise; transferring of know-how between European and Central Asian Institutions and Professional Associations involved in the T&C supply chain; improving the international collaboration and the creation of partnerships towards the identification and implementation of successful business solutions.

Result 1: Permanent partnership channels to enable transfer of know-how and expertise exchange, as well as international co-operation and diffusion of results

➤ Component 2: Institutional capacity building activities

An important aspect here is the horizontal character of the instruments; our main priority will be to establish appropriate facility mechanisms (e.g. through seminars, visits, exchange of experience, workshops, training, etc.) that will improve the skills and management capacities of the BIOs staff, enhance understanding of the fashion cycles, ensure best practices and favour business cooperation agreements, mutual trade, transfer of business know-how, product standards, investment flows, and internationalisation. The ultimate aim for the BIOs will be to increase their capacity to support SMEs and to influence policies in favour of them.

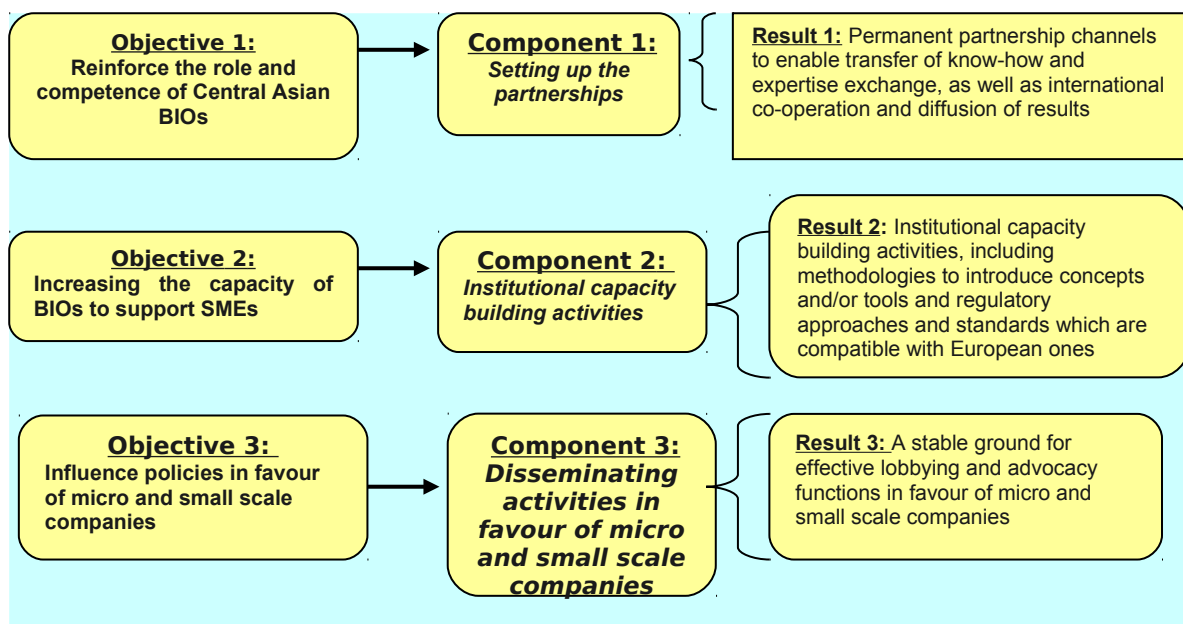
Result 2: Institutional capacity building activities, including methodologies to introduce concepts and/or tools, regulatory approaches and standards which are compatible with European ones

➤ Component 3: Disseminating activities in favour of micro and small scale companies

Our Methodological approach to this Component includes specific disseminating activities, incorporating lobbying and advocacy functions to influence policies in favour of SMEs needs in each of the target countries. The ultimate aim will be to increase multiplier effects, including scope for replication and extension of the outcome of the action.

Result 3: A stable ground for effective lobbying and advocacy functions in favour of micro and small scale companies

Our understanding of the functional interrelation between objectives, proposed components of activities and related results is depicted below:



Objectives – Components – Results

Components and Activities

Component 1: Setting up the partnerships

Activity 1.1: Drawing up a Partnership Agreement

The purpose of setting up the partnerships between the EU partners and the Central Asian target countries (i.e. Kazakhstan, Kyrgyzstan, Uzbekistan) is to ensure clear allocation of responsibilities, best coordination of activities, exchange of experience, transfer of know-how in the T&C supply chain, as well as to improve international collaboration.

To this end, our Consortium intends to collaborate with each member of the future partnership and draw up an agreement defining the technical and financial rights and obligations of each partnership member, including (a) the establishment of a **Coordination Committee of the Project (CCP)** consisting of two representatives of each target country, one responsible for the technical and one for the financial issues to represent the BIOs of the target countries throughout the whole project lifetime, (b) the detailed and clear allocation of responsibilities for implementing all the activities envisaged in this proposal, and (c) a balanced and detailed distribution of costs.

The Agreement will be drafted and distributed to all partners for discussion and comments. When all elements are agreed, the final text will be signed by all partners and will consist the official reference document for the project implementation, monitoring and evaluation during the lifetime of the project.

Deliverable1: Partnership agreement signed, including precise and clearly defined roles in the designing and implementation of the project, as well as a balanced budget allocation of activities and roles of the partners.

Activity 1.2: Assessment of the BIOs' capacity to influence policies in favour of SMEs in the target countries

To assess the BIOs' potential to deliver appropriate business services to SMEs, our project (in cooperation with external experts) will cooperate with the three target countries' Working Groups and embark into a multifaceted review of the current situation, covering:

- ❑ A review of the current status of the regional Central Asian T&C Industry, including existing regulations and legislation, access to finance, access to new markets, access to new technologies, marketing, and branding promotion
- ❑ Regional studies concerning the current situation on T&C in each of the target countries
- ❑ Analysis of the impact of similar European Initiatives to the target countries
- ❑ The existing BIOs in each of the target countries and their potential in covering the objectives of the project

Based on the results of the above review, our Project will consequently proceed to a needs assessment of the BIOs' capacity, with the aim to design an appropriate portfolio of existing BIOs in the three target countries, tailored to the needs of the business community. To this end, the following approach will be followed:

i. Identification of Service Areas: We will conduct a careful cross-analysis of existing BIOs in the target countries against the corresponding European ones on issues such as client structures, financing mechanisms, focus and scope of services, frameworks for service provision and links with other institutions and local government. The purpose of this analysis will be to identify gaps and weaknesses in the system of the target countries vis-a-vis foreign experience and practice, which, in turn, will reveal the *specific service areas* that are either absent or partially provided by the present configuration of the system and the *institutional limitations* of the

system that will need to be addressed to enhance the value added of newly designed services.

ii. Demand analysis: Parallel to the gap analysis, we will identify and register the views of actual and potential clients for knowledge transfer services in the business community. Views of producers' and exporters' associations, the European Business Association, Chambers of Commerce, as well as research and academic institutions will be assessed. In essence, the conduct of this review will reveal the specific areas of demand for new technology transfer services, which, in turn, will be employed to guide both the prioritisation and targeting of services under the new intermediary organisations.

iii. Identification of host institutions and networks: To this end, Project efforts will be guided by two critical considerations: The linking of knowledge transfer intermediaries to other structures to be developed by the Project, and, in particular, efforts towards the utilisation of existing knowledge transfer initiatives and other business support structures in each of the target countries in order to build on achievements to date and promote their further development.

iv. Identification of European business support networks and initiatives: A critical consideration for the viability of micro and small scale enterprise initiatives is their direct linkage with respective European business support networks. We will identify the leading BIOs networks and initiatives (per service area) in Europe which, in turn, will act as counterparts in the development of cross border links with respective ones in the target countries. In this context, primary emphasis will be placed on: (a) The development of appropriate conditions for reinforcing their role and competence; and (b) The development of appropriate conditions for the mobilisation of European BIOs, which through appropriate schemes can promote knowledge transfer towards their counterparts in the target countries.

v. Configuration of a portfolio of intermediary organisations: To this end, the Project will, in close cooperation with all partners, elaborate a number of recommendations for: (a) The specific service areas that should be covered in line with European and international best practice and as identified by the gap and demand analyses; (b) The appropriate methodologies and tools required for the effective design and delivery of these services; (c) The appropriate institutional set up to take up the delivery services including scope of different intermediary organisations, their respective structure, hosting requirements, as well as required processes and procedures; (d) The required mechanisms to link and integrate new organisations into European and international schemes and networks.

Deliverable 2: Report on the state of the art of the textile & clothing sectors in the three target countries, including existing regulations and legislation, access to finance, access to new markets, access to new technologies, marketing, and branding promotion. This report will be delivered with the assistance of external experts.

Deliverable 3: Needs assessment of the BIOs capacity to deliver appropriate business services to SMEs.

Activity 1.3: Establishing networking facilities

Work under this activity includes the identification of the necessary information links in the Textile and Clothing sector. This will be carried out along the following lines:

- Analysis of infrastructure for common action
- Identification of trends in the sector by target country
- Definition of current status of knowledge in the textile/clothing sector
- Blueprint of services to be offered electronically by both the EU and the target countries BIOs

Based on the results of the above identification, the project will subcontract the creation of a website that will inform the stakeholders on potential investment and business opportunities, including databases of suppliers, subcontractors, retailers, potential contractors, local partners, as well as information on offer/demand availability of services, regulatory information etc.

The website will link with Activity 3.2 below and will be developed taking into account the needs for data performance, communication of information between partners and BIOs and external users. It will be used for communication of all project activities and provide information to relevant actors. Our Project will use the internal communication groups to provide daily advice from EU partners to the target countries' BIOs and through them to local SMEs. The internal system will be used for dissemination of reports and minutes of meetings, access rights will be designed as part of the website. The website will be functioning as a Monitoring Instrument and, therefore, it shall be attractive and promoting the main goal of BIOs, towards reinforcing their role and competence to support the SMEs and to influence policies in favour of micro and small scale companies.

Following the establishment of the website, our Project will consequently proceed to establish the appropriate collaborations of network actors that will test solutions, which are likely to leverage the creation of joint ventures and partnerships between European and the targeted Central Asian countries' BIOs.

Deliverable 4: Creation of a website that will inform the stakeholders on potential investment opportunities, organisations and companies' partner search database, development of a global network with major companies and large buyer communities internationally.

Component 2: Institutional capacity building activities

Activity 2.1: Capacity building activities to the BIOs of the three target countries

The capacity building activities will occur both before and after the partnering by the BIOs from Europe and the Central Asian target countries and will compose of two, complementing each other tasks that will provide adequate capacity building for the participating staff, namely:

Task 2.1.1: Train-the-trainers (ToT) Seminars for the BIOs staff on a theoretical training module that will provide adequate knowledge on issues concerning the T&C sector and increase their capacity to support the local SMEs

The Seminars, which will be organised with the assistance of external experts in each specific theme, will be targeted to two groups:

- (1) BIOs administrative staff aiming at setting up advanced support to delivering the training to the SMEs
- (2) BIOs consultants who will be the trainers for the local SMEs

Training plans will be developed in close consultation with the BIO consultants and selected SME managers. They will define the content and duration of training specifying appropriate dates and locations. There will be two critical factors in the elaboration of training plans:

- (a) To ensure that trained BIO consultants also participate in the delivery of training to SME managers (see Activity 2.4). Active participation of the future trainers during the SME training sessions will provide vital experience and ensure roll-out after the end of the Project. To achieve this we propose to:

- Organise an initial training of trainers before the commencement of the SME managers training. This will cover capacity building in consultancy methods, but place primary emphasis on training methodologies
- Organise training for SMEs managers securing active participation of BIO consultants as trainers.
- Organise a recapitulative session for consultants after the end of the SME managers training.

(b) To ensure that SME managers take advantage of joint training sessions in “networking” with others. This will be particularly important in the identification of common goals that could lead to the development of alliances and joint representations in foreign markets.

With regards to content, an indicative list of training modules will include:

| Training Modules | BIOs Consultants | BIOs Admin. Staff |
|--|-------------------------|--------------------------|
| A. New technologies in the T&C sector | | |
| Production technologies | √ | |
| Social media in the fashion sector | √ | √ |
| Market analysis, surveys and statistical tools, monitoring review and benchmarking | √ | √ |
| B. Fashion branding | | |
| Production, Exporting, promotion, selling, branding | √ | √ |
| Internationalisation of brands | √ | √ |
| C. New fashion business | | |
| The structure of the T&C market – fast fashion | √ | |
| Best practice in export promotion with focus on SMEs | √ | √ |
| Best practice in national investment attraction with focus on SMEs | √ | √ |
| Legislative framework | √ | √ |
| Policy design, sequencing and implementation | | √ |

Once training plans are elaborated and agreed, they will be translated into detailed training programmes. The training programmes will specify the following elements:

- The detailed content of the training topics;
- The methodology of training delivery, which, depending on the case will comprise seminars/lectures, workshops, case studies and practical exercises. To this extent, we shall privilege classroom sessions, which still has the advantage of direct interaction between the trainer and the trainee(s);
- The agenda of each training that will specify the duration and scheduling of each session;
- The trainer/panellist who will be assigned in each training session.

Task 2.1.2: Mutual visits and staff exchanges to provide a practical consultancy assignment to the BIOs consultants towards increasing their capacity to support SMEs and to influence policies in favour of micro and small scale companies.

A core element for achieving the scope of the current Project is to improve the reciprocal knowledge of participating operators, with the view to sharing work methods and contributing to a lasting and effective collaboration. Based on its long experience on the issue, our Project believes that a central instrument for achieving this task is the organisation of on-the-job training through mutual visits and staff exchanges between the target countries and the European BIOs.

Our Project intends to organise visits to Greece, Holland and Bulgaria during which, the target countries' BIOs representatives will be able to share experiences from Europe and to see in an on-the-job-training procedure how these experiences could be successfully applied in their country's business environment.

Deliverable 5: Three (3) capacity building seminars for the staff of Central Asian BIOs, to make them better equipped to service the local business and to face the new market challenges.

Deliverable 6: Three (3) visits to Greece, Holland and Bulgaria for 1-2 representatives of each BIO of the target countries to familiarise with the European experience, organisation and functioning of BIOs.

Activity 2.2: Selection of SMEs to be trained, based on specific criteria.

Based on the Guidelines, training activities directly targeting SMEs will be organised in the framework of capacity building activities for the corresponding BIOs. To select the SMEs to participate in this action, our project will follow a phased approach:

Phase 1. Decide on the number of SMEs by target country

A sufficient number of pilot SMEs will be carefully reviewed following a call for expression of interest for participation. The call be published through the press and promoted accordingly in various forms such as newsletters of local Organisations and the Internet (BIO's and SME related web-sites). The selection process will be designed to ensure - for each target country - adequate sectoral coverage, as well as identification of enterprises with high growth potential. We propose to focus on firms from 2-3 mature and successful clusters, so as to maximise positive knock-on effects by capitalising on existing enterprise networks. Particular attention in the selection design will also be placed in identifying enterprises interest in developing cross-border activities, attracting foreign investment and investing in new techniques, innovation and internationalisation.

Phase 2. Diagnosis of consultancy needs of selected SMEs

In this phase efforts will concentrate in establishing a working relationship with selected enterprises and importantly assessing their needs for consultancy support. To this end our activities will be on two main fronts:

- First, the development of trust and mutual confidence between the Project's consultants and the SME representatives. This will be vital for the successful delivery of consultancy support and will be achieved through in-house visits, discussions with management and staff and presentation of the Project's ideas and work areas.
- Second, a diagnostic analysis of the SMEs needs for consultancy support. This will build upon the trust developed between the BIOs consultants and the SME staff to ensure that support is both perceived and delivered to address the enterprises' needs. The form of the diagnostic tools will be agreed with SME management and staff and could include structured questionnaires and/or interviews. Existing practices and processes will be assessed against identified needs and international best practice to maximise targeting of support.

Phase 3. Delivery of consultancy support

Once needs are identified the delivery of consultancy support will be straightforward. Particular emphasis will be placed on staff feedback throughout the delivery period, in order to fine-tune support directly at staff needs. The consultants will also place emphasis in identifying potential linkages with other pilot SMEs and support the development of potential synergies, as well as, further development of clusters and expansion of networks.

Deliverable 7: Ten (10) SMEs from each of the target countries selected to participate in one training seminar in the framework of capacity building programmes for BIOs (see activity 2.4).

Activity 2.3: Organising collaborative workshops

The main objective of the current Project is to reinforce the role and competence of the BIOs in the target countries, towards being able to support SMEs and to influence policies in favour of micro and small scale companies. An important tool for achieving such an ambitious task is to bring together the BIOs from Europe with those of the target countries and give them the opportunity to exchange best practices and experience.

To this end, our Project will organise three collaborative workshops – one per targeted country- with European Partner countries and Central Asian target countries BIOs, with emphasis on:

- Internationalisation of the T&C sector
- New technologies in the T&C sector
- Best EU practices, including new business models, the structure of the T&C market

All three Workshops will be open to stakeholders from the public and private sector in the targeted countries, and the interested society at large. During the workshops, specific round tables will be organised, focusing on policy and strategy issues, legal and regulatory aspects of importance to the SME sector. The key areas of activity will include:

- Possible development of the SME Strategy / Programme;
- Development of an integrated SME information system, including on-line discussion / feedback;
- Development of a Monitoring and Evaluation system for the SME sector;
- Ad hoc issues of importance to the whole sector (e.g. draft laws, regulations, export promotion, FDI attraction etc.).

The members of the roundtables will collaborate on a number of issues:

- Regular dissemination of information on SME-related matters;
- Regular feedback to the public authorities on SME-related issues (e.g. draft laws, regulations, strategies, projects;
- Issue-specific working groups (on issues of importance which require detailed input).

Deliverable 8: Three (3) collaborative workshops, one per targeted country.

Activity 2.4: The delivery of the training of the BIOs to the SMEs

Delivery of training will commence in month 13 of the Project and run until the end of month 17. Each local partner will take care of all typical logistical arrangements for the organisation of training events, namely:

- Send letters of invitation to participants at least three weeks prior to training;
- Book appropriate training venues and provide meals and refreshments;
- Provide each trainee with relevant course material;
- Arrange for proper interpretation facilities assure the proper equipment and consumables – paper, flip-chart, overhead, laptops etc.

Evaluation and review of training activities will be at the core of the Project throughout the period of implementation. There will be on-going evaluations throughout the delivery period. They will be carried out in the form of questionnaires at the end of each set of seminars and will review all the factors contributing to the training delivery. Upon completion of training activities the Project will carry out a final ex-post evaluation.

At the end of the training period the Project will compile Training Manuals, which will put together, in a systematic fashion, all training material delivered. The Manuals will be compiled with the active involvement of BIOs staff. They will provide cross

references to existing and prospective programmes, material and relevant official documentation. Importantly, the Manuals will have an open structure enabling the BIOs staff to frequently update their contents depending on prospective needs of the organisation.

Deliverable 9: Three (3) training courses for the three target countries.

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| Component 3: Disseminating activities in favour of micro and small scale companies |
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Activity 3.1: Designing and Implementing an Action Plan for a Communication Strategy.

We consider this activity as very crucial for achieving the purpose of the present Project. The underlying concept of the envisaged campaign will be to mobilise wider stakeholders, social partners, final beneficiaries and general public at the regional and national level in terms of effectively lobbying and advocating in favour of SMEs.

Our Project will undertake consultation meetings with the Working Groups with the aim to develop full details concerning the campaigns' methodology and approach. A final outcome of the above consultations will be a written agreement on the **joint campaign** activities and related outputs, including the basic **action plan**.

The action plan will include a step by step and continuous procedure, divided into three stages:

A. The ***informative stage***, aiming at developing a primary general context on the need to promote the development of the private sector by encouraging the growth and expansion of small and medium enterprises. To this end, the following means shall be used:

- Seminars targeting the BIOs of the target countries (Train-of-trainers activities) and exchange of visits of the BIOs to the European Partner countries (On-the-job training activities)- see Activity 2.1
- Workshops open to the SMEs and the public sector to increase awareness on C&T sector – see Activity 2.3
- Training to the SMEs and the local BIOs of the target countries – see Activity 2.4
- Brokerage events and Conference – see Activity 3.3
- Dissemination material – see Activity 3.2

The details for the content of all the above and the places where they will be disseminated will be decided within the Working Group meetings.

B. The ***persuasion stage***, aiming at advocating the benefits out of promoting the growth and expansion of the SMEs for the business community and the society at large. To this end, the campaign will provide specific contributions on the usefulness of EU –Central Asia collaboration mainly targeting towards using electronic means (internet, social networks), in order to promote the beneficial character of the present Project initiatives.

C. The ***mobilisation stage***, aiming at further utilisation of the key project results. To achieve mobilisation, 4 panel discussions for representatives of BIOs, SMEs and general public shall be organised within the Workshops (see Activity 2.3) in each of the target countries. In each panel discussion a moderator will be engaged. The panel discussions will focus on:

- possible ways of influencing policies in favour of the SMEs
- suggestions on how to reinforce the role and competence of BIOs;
- usage of new approaches related to encouraging the growth and expansion of the SMEs in the target countries and best practice examples.

Deliverable 10: Action Plan on the communication strategy prepared, identifying the target groups, the specific objectives of the strategy, the methods and channels of communication, the information material, the organisation of information campaigns etc.

Activity 3.2: Development and distribution of international and analytical dissemination material.

Work under this activity spans across two levels: Proactive awareness creation about the European T&C sector programmes on one hand, and motivation to project partners and other interested parties for collaboration on the other hand.

Specific dissemination activities

- The website prepared during the execution of Activity 1.3 above will be used to provide access to internal and external sources, as it will be organised through a specifically designed reference model. This will be an effective Web-Based Working Space where information and knowledge can be shared between experts. This interactive collaboration environment will be used as a focal point for the dissemination activities. Apart from participation in awareness events about SMEs and presentations at seminars and workshops, this portal will be the most powerful tool for creating investment opportunities and awareness regarding project ideas and results.
- An Internet discussion group will also be created within the website, enabling direct communication among the wider Textile / Clothing Community. The consortium will make available such a discussion group, either by providing a copy of the application or by establishing a link to become available to all partners.
- The consortium plans to create a wide “User Group” by inviting interested stakeholders, to collaborate and interact within the framework of the project. Such stakeholders include Chambers of Commerce, SMEs, export promotion organisations, Ministries, etc.
- The Consortium also plans to create a Roadmap for local SMEs, including a **business terminology handbook** and an export **promotion and investment attraction handbook** to facilitate the communication among stakeholders and offer them valuable guide for their work.

Deliverable 11: Dissemination material produced, including brochures, publications, newsletters etc. and a Roadmap in support of various activities at different stages of implementation (business terminology guide, investment opportunities database, export promotion and investment attraction handbook).

Activity 3.3: Organisation of a brokerage event for the Textile/Clothing sector in Europe.

To enable a face-to-face meeting between potential buyers and customers in the sector, our Project will organise a brokerage event in Europe, together with the final conference of the project.

Overall, the aim of this Activity will be to establish a permanent structure that will act as a brokerage event bringing together the textile / clothing sector and the newest developments in the T&C areas in Europe and internationally. The consortium believes that the organisation of such an event every year can provide great benefits to the textile / clothing sector and can ensure the sustainability of the whole attempt.

Work under this Activity involves the following:

- Set up an Organising Committee and a Secretariat to coordinate the preparation of the brokerage event for the textile / clothing sector in each of the target countries
- Identification of Participants-Invitation-Advertisement
- Invite attendees and provide with adequate input early enough to assure an active participation

- Logistics
- Identification of Speakers
- Prepare the business meetings

Deliverable 12: One brokerage event organised in Europe, which will enable a face to face meeting between potential buyers and customers in the sector.

Activity 3.4: Monitoring and Follow up activities

To ensure sustainability and ownership of project results, it is of critical importance to ensure a close monitoring and follow up of the activities envisaged in the project implementation. To this end, the Project will produce:

1. Inception report, within 4 weeks from the beginning of the project containing the following: (i) clearly defined the objectives of the technical assistance, (ii) an account of any changes agreed with the main Project Partner that were not specified in the Guidelines, (iii) a detailed work plan and time schedule for the duration of the project, (iv) an overall plan of action for the whole duration of the project (v) a detailed description of the content of the individual components of the project and the planned resources utilisation and (vi) a list of incidental costs analysed in detail. The inception report coincides with Deliverable 1: Partnership Agreement (Activity 1.1).

2. Monthly internal one page reports prepared by the CCP in order to give (i) the follow up of the activities undertaken, (ii) a work plan for the following reporting month, and (iii) information of any problem encountered during the implementation of the activities.

3. Six-monthly Interim reports, prepared and submitted every six months. The Interim reports will include: (i) a comparison of achievements against planned activities and overall progress against the initial timetable, (ii) a summary of the financial status of the implementation of the project, (iii) including a detailed description of resources utilised against activities undertaken, and (iv) a review of problems encountered during the implementation of the project activities and the corrective measures taken.

4. Final report, to be submitted at the end of the project activities. The draft final report is to be submitted one month before the end of the period of the implementation of the tasks. The final report will contain: (i) a complete overview of all activities implemented during the project, (ii) a summary of outputs, and the identification of any major problems, which may have arisen during the performance of the Contract, and (iii) an assessment of the outcomes of the project measured against the stated project objectives and the indicators of achievement.

Deliverable 13: Monitoring reports prepared, based on quantifiable indicators.

Deliverables

The following table summarises all proposed activities, presenting the deliverables for each one, which will be also used for the dissemination of results and validation of the project.

| Activity | No of deliverable (see activities below) | Type | Details | Number of actions | Target group (EU) | Target group (non EU) | Month | Responsible partner |
|----------|---|--------------|--|-------------------|---|---|--------|----------------------|
| 1.1 | 1 | Doc | Partnership Agreement | 1 | All partners | | 2 | HCIA |
| 1.2 | 2 | Doc | Report on the state of the art of the T&C sector | 3 | | BIOs of Target countries | 3 | HCIA |
| 1.2 | 3 | Doc | Needs Assessment | 1 | | Target countries | 3 | HCIA |
| 1.3 | 4 | Web | Web site | 1 | Open to BIOs, SMEs, suppliers, subcontractors, retailers etc. | | 3 | HCIA, IAF |
| 2.1 | 5 | Doc | Seminars | 3 | | 3 BIOs trained (one from each target country) | 12 | HCIA, IAF, BCCI |
| 2.1 | 6 | Doc | Visits (of BIOs staff to EU partners) | 3 | Visit to Greece, Holland and Bulgaria for 1-2 representatives from each BIO of the three target countries | | 12 | HCIA, IAF, BCCI |
| 2.2 | 7 | Doc | Report on identifying 30 companies | 1 | | Target countries | 12 | CCP ¹ |
| 2.3 | 8 | Doc | Report on workshops | 3 | | Target countries | 15 | CCP |
| 2.4 | 9 | Doc | Report on training | 3 | | Target countries: 30 SMEs (10 per target country) | 18 | Local Partners in CA |
| 3.1 | 10 | Doc | Action Plan for Communication | 1 | All partners | | 6 | HCIA |
| 3.2 | 11 | Publications | Brochures | 4 (2 Eng. | 2.000 SMEs | 2.000 SMEs | 6 & 18 | HCIA and |

¹ Coordination Committee of the Project (CCP)

| | | | | | | | | |
|-----|----|-----|---|-------------------------------------|--|---|-------------------|--------------------|
| | | | | & 2 Russian) | | | | CA partn ers |
| | | | E- Newsletters of local associations (2 per partner) | 12 | 5000 SMEs (Greek, English, Bulgarian) | 2.000 SMEs (in Russian) | 6 & 18 | |
| | | | Press releases | 2 | 6 magazines in EU (targeting about 4000 persons) | 3 magazine s in target countries (targeting about 1000 persons) | 6 & 15 | |
| | | | (a) Business Terminology Handbook (b) Promotion & Investment attraction Handbook | 2 (Englis h & Russia n) | 100 SMEs | 400 SMEs | 18 | |
| 3.3 | 12 | Doc | Report on Conference / Brokerage event | 1 | All partners | | 17 | IAF |
| 3.4 | 13 | Doc | 6-monthly reports Final report | 3 1 | | | 6,12 ,18 19 | HCIA |

Moreover, the partners will monitor the participation in other T&C events / trade fairs etc. (not included in the project budget), expecting to include more than 30 companies from the target countries.

Project Management

Project Management Rationale

Project Management requires effective decision-making, clear external communication, operational internal communication, granting administrative and technical control. Given the objectives of the proposed action and its overall methodology, it is essential that the structure is kept lean but tight; in order to grant that common improvements are achieved and further exploitation opportunities are evenly distributed.

Overall Structure of the Management

The overall structure of the Management of the project is depicted in the figure below. Specifically, the main functions of the structure include a Project Director (appointed by HCIA), a decision-making Steering Committee (chaired by HCIA), and an Exploitation / Dissemination Manager appointed by IAF. The following figure illustrates the overall structure of the Management:

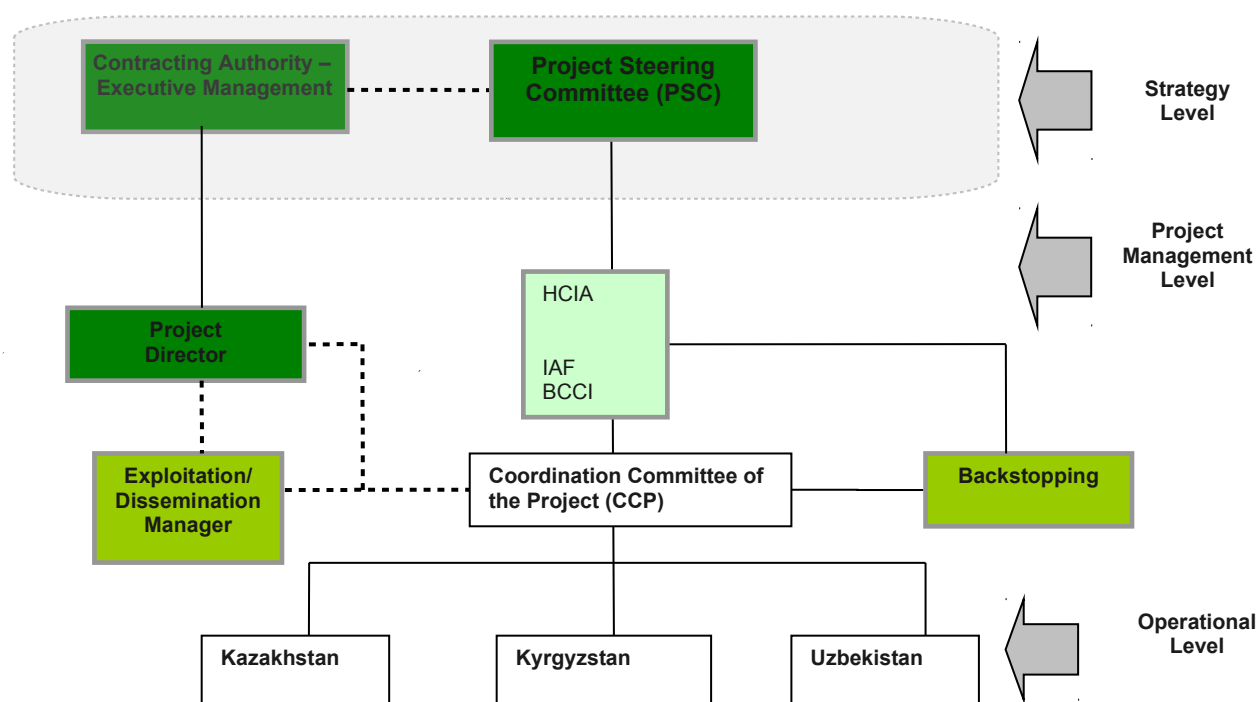


Fig. 4: Project Management

Project Management Functions

The **Coordination Committee of the Project (CCP)** has been formed in order to provide overall administrative, technical and financial planning and control. The following tables present the members of the CCP:

Representatives for Technical matters

| Partner | Representative | E-mail |
|--|----------------------------|--|
| Hellenic Clothing Industry Association | Mr. Meletis Karabinis | mk@skee.gr |
| International Apparel Federation | Mr. Antonio Barberi Ettaro | barberi@modint.nl |
| Bulgarian Chamber of Commerce and Industry | Mr. Atanas Naydenov | projects1@bccci.bg |
| Chamber of Commerce | Mr. Bahriddin Shakirov | toshvilssp@mail.ru |

| | | |
|---|----------------------|--|
| and Industry of Uzbekistan | | |
| Union of Textile Enterprises of the Kyrgyz Republic | Mrs. Maria Kapustina | souztextil@mail.ru |
| Association of Light Industry Enterprises of the Republic of Kazakhstan | Mrs. Lyubov Khudova | aplp@atu.kz |

Representatives for Financial matters

| Partner | Representative | E-mail |
|---|----------------------------|--|
| Hellenic Clothing Industry Association | Dr. Takis Lybereas | tlybereas@gmail.com |
| International Apparel Federation | Mrs. Mariana Tancheva | mtancheva@bccci.bg |
| Bulgarian Chamber of Commerce and Industry | Mr. Antonio Barberi Ettaro | barberi@modint.nl |
| Chamber of Commerce and Industry of Uzbekistan | Mr. Dilshodkhuja Temirov | d.temirov@gmail.com |
| Union of Textile Enterprises of the Kyrgyz Republic | Mrs. Maria Kapustina | souztextil@mail.ru |
| Association of Light Industry Enterprises of the Republic of Kazakhstan | Mrs. Lyubov Khudova | aplp@atu.kz |

Project Director (PD): HCIA has the responsibility for the overall Project Management, Administration and Financial management and has taken the responsibility for the organisation, planning and control of the project. The Project Director is the contact person for the project with the Commission and will ensure delivery of deliverables. The PD deals with the following aspects of the project:

- *To discuss and solve all contractual and administrative topics*
- *Task commencement and use of the project resources, control and review of financial and technical progress*
- *To verify the correct development of the project plan and, where necessary, to adopt appropriate actions to correct deviation from the schedule*
- *To decide on proposed modifications to the Tasks in agreement with the Commission*
- *To promote and stimulate the establishment of contacts with other relevant projects*
- *To chair the Coordination Committee of the Project*

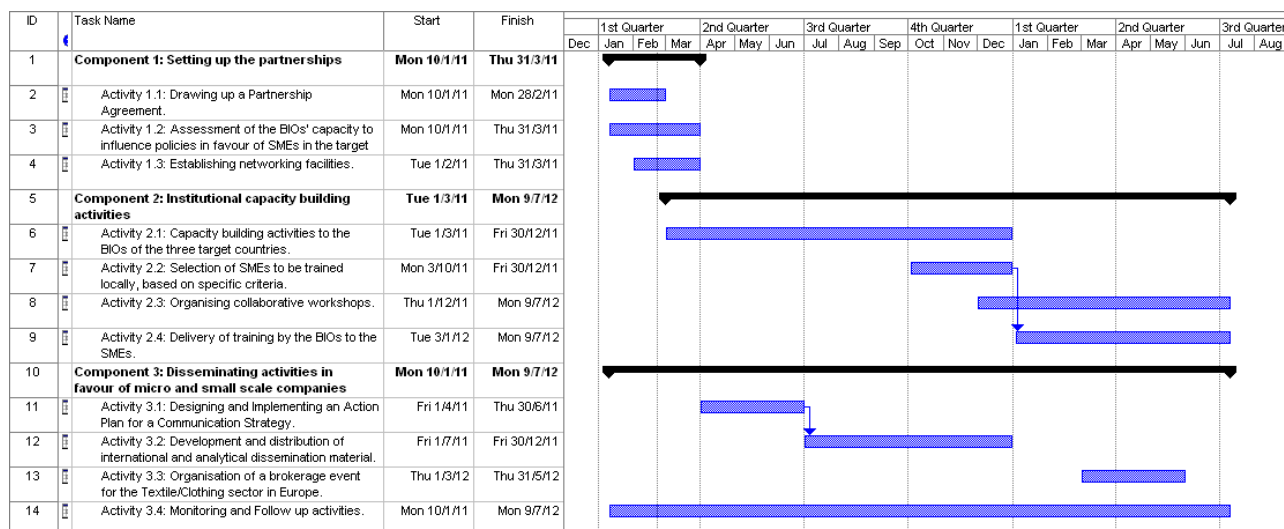
HCIA has appointed Dr. Panagiotis Lymperas as the **Project Director (PD)**, who has worked in more than 70 EU and national funded projects as an employee of HCIA or an independent consultant, during his professional career.

In addition, IAF appointed Mr. Eric Nep as the **Exploitation/Dissemination Manager** who is responsible for ensuring best coordination of the overall Communication Flow. The exploitation / dissemination manager will also be a member of the Coordination Committee of the Project.

Duration and action plan for implementing the action

The duration of the action will be **18 months**.

The action plan is presented in the following diagram, providing specific details regarding each activity, the period of implementation and the implementing body:



Budget

| Budget for the Action | Costs (in EUR) |
|--|----------------|
| 1. Human Resources | |
| 1.1 Salaries (gross amounts, local staff) | |
| 1.1.1 Technical | 229.000 |
| 1.1.2 Administrative/ support staff | 78.250 |
| 1.2 Salaries (gross amounts, expat/int. staff) | 0 |
| 1.3 Per diems for missions/travel | |
| 1.3.1 Abroad (staff assigned to the Action) | 30.213 |
| 1.3.2 Local (staff assigned to the Action) | |
| 1.3.3 Seminar/conference participants | 19.988 |
| Subtotal Human Resources | 357.451 |
| 2. Travel | |
| 2.1. International travel | 66.000 |
| 2.2 Local transportation | 4.500 |
| Subtotal Travel | 70.500 |
| 5. Other costs, services | |
| 5.1 Publications | 14.000 |
| 5.2 Studies, research | 33.000 |
| 5.3 Auditing costs | 7.200 |
| 5.4 Evaluation costs (external evaluator) | 5.000 |
| 5.5 Translation, interpreters | 6.000 |
| 5.7 Costs of conferences/seminars (3 workshops in CA countries and final conference / brokerage event in Europe) | 12.000 |
| Subtotal Other costs, services | 77.200 |
| 7. Subtotal direct eligible costs of the Action (1-6) | 505.151 |
| 8. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action) | |
| 9. Total direct eligible costs of the Action (7+ 8) | 505.151 |
| 10. Administrative costs (maximum 7% of 9, total direct eligible costs of the Action) | 35.361 |
| 11. Total eligible costs (9+10) | 540.512 |