



TEX-MED ALLIANCES

Methodologies for the implementation of the
Tex-Med Alliances Project.

INITIATIVES AND ALLIANCES

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Ultimate Objective of the Project.

Create new “alliances” between Micro-Small and Medium Enterprises (MSMEs) and/or Business Representative Organizations (BROs) in the Mediterranean Regions in the areas of:

- **Internationalization**
- **Innovation**
- **Circular Economy.**

NOTE:

*Internationalization – Innovation - Circular Economy are specific focuses of our Project.
“Alliances” are a requirement of the ENI CBC MED Programme.*



Project funded by the
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What is an Alliance?

Alliances: *This definition includes **consortia, partnerships, clusters, networks** as part or not part of a value chain configuration. Here we refer to the number of **all forms of business alliances and cross border enterprises partnerships**, and particularly Euro-Mediterranean **clusters, consortia, networks and value chain agreements** in traditional and non-traditional sectors that are established as a consequence of the programme support.*

1.21 What is a business alliance? Published on 03.10.2017

Priority A.1.2 refer to the "**Increased number of MSMEs participating in** Euro-Mediterranean enterprise **alliances**" as expected result. While no template is available to set up a business alliance, this latter **has to be legally established**, include MSMEs from at **least three countries** and have a **governing body** supporting the implementation of at least one result indicator among those listed under Priority A.1.2. Business alliances **can include both MSMEs and BROS** business representing organizations (for instance industry associations, chambers of commerce).

What is NOT an alliance

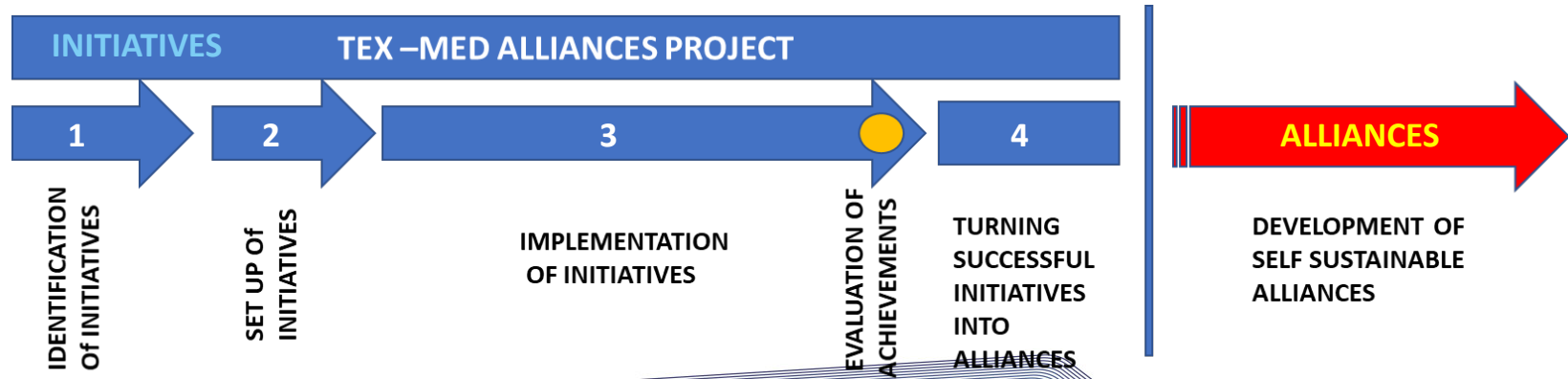
An alliance is based on an equal relationship or partnership among the various subjects being part of it therefore:

- Subcontracting
- Delocalization

are NOT to be considered aa alliances.

Our Approach: from Initiatives to Alliances

1. Identify a number of Initiatives (directly by PP and/or indirectly by a call for proposals)
2. Set up of Initiatives (Objectives/SMEs-BROs involved/Plan/Budget/Grant)
3. Develop the Initiatives as a preparatory phase for the (future) Alliance
4. Turn successful Initiatives into Alliances before the end of the project.



Structure of an Initiative

Once Identified, each Initiative (either Framework or Third Party) shall have the following features:

1. Composed of SMEs/BROs of different countries and different Mediterranean Areas
2. Assigned to a Project Partner that will act as “Supervisor and Tutor” of the Initiative
3. Assisted by the Project Team: primarily by TAM and FIM (+ Mgmt Team if needed)
4. Supported by “specialized external experts”
5. Funded by the Project subgrants.



Kinds of Initiatives

1. “FRAMEWORK INITIATIVES (FIs)”

Direct Identification by the Project Partners

FIs will be selected at the Strategic Workshop (SW) of Thessaloniki

2. “THIRD PARTY INITIATIVES” (3PIs).

Indirect Identification through a “call for proposals” to M-SMEs (Micro – Small and Medium Enterprises) and BROs (Business Representative Organizations).

Main features of the Call will be identified at the SW.

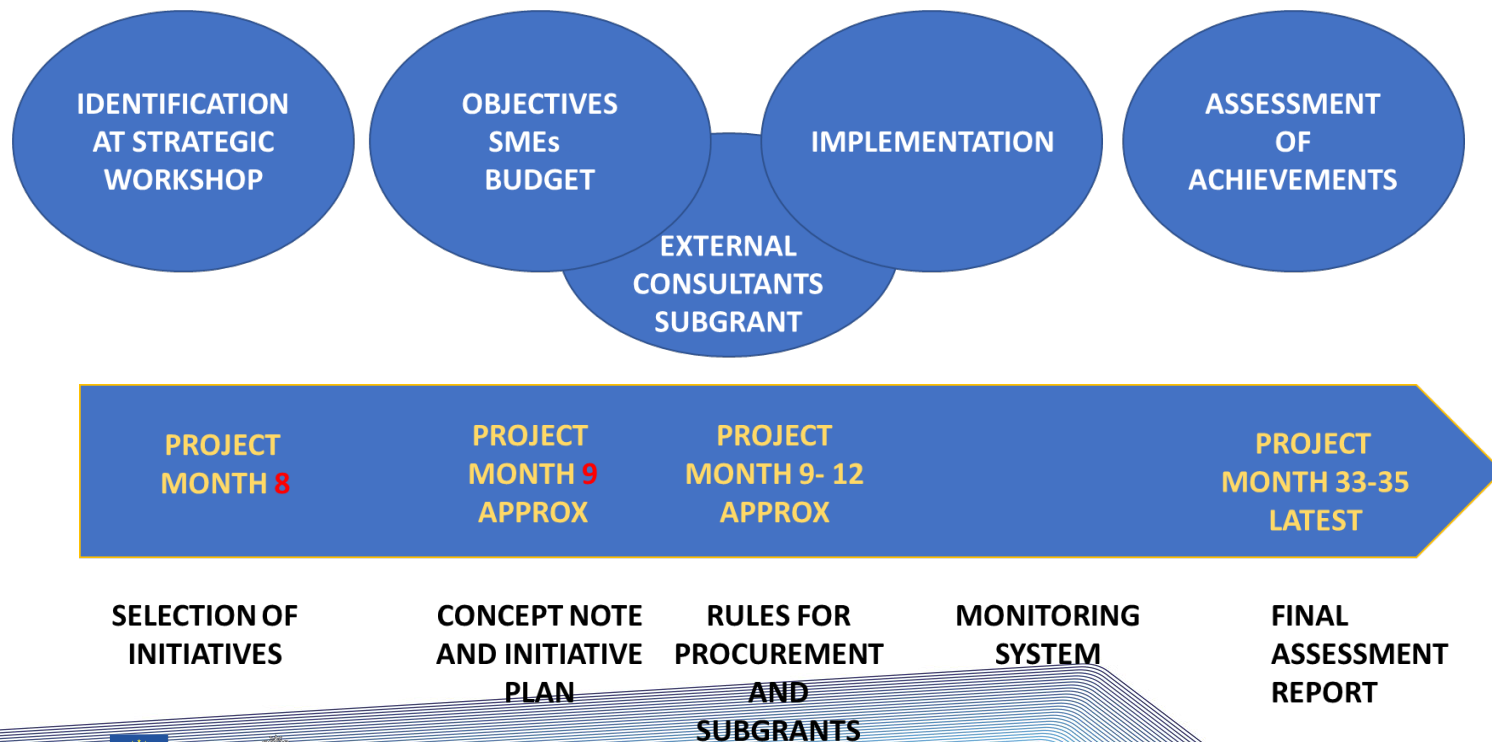
Steps for a Framework Initiative (FI).

1. One or more Project Partners (PPs) **propose a Framework Initiative** (or a Subject Area for FI to be discussed with PPs **at the SW** (a prior circulation of possible FIs before the SW would facilitate)
2. The **SW assesses** if the proposed **FIs** are interesting and potentially viable.
3. **A PP commits itself to guide a selected FIs.** (All FIs are assigned to a PP).
4. In the following (few) weeks **the proposing PP will draft the key elements of the FI.**
5. Once checked by TAM/FIM, **FIs are ready for implementation.**
6. The Initiative Committee (IC) will be informed about the implementing FIs for **monitoring** their development
7. FIs will be supported by **subgrants for external consultants/experts** (if needed) and/or **assisted by TAM and FIM** (if needed).

Key elements of a FI

- a) **Concept Note**: Rationale/Objectives/Results to be achieved
- b) **Promotion of FIs locally** (regions/countries) for gathering partners to the FI (MSMEs and BROs)
- c) **Memorandum of Understanding** among SMEs/BROs (min 3 SMEs/BROs from MPCs and EU)
- d) **Consultants to be involved** (internal/external) in compliance with EU regulations of procurement. (PPs will be fully informed at the SW)
- e) **Action Plan**
- f) **Budget** (including request of **Subgrant**)

Milestones of a Framework Initiative



Promotion of a FI in your Region/Country - Mobilization of Resources.



Procurement of Consulting Services

Procedure for sub-grants.

EU Procurement rules are complicated and lengthy to comply with.

We are working on the subject in order to simplify as much as possible the procedure.

Project procedures for hiring external consultants and disbursement of sub-grants will be provided at the SW.

Possible Advantages and Practical Suggestions for a FI

A1. Exploit Project resources also for projects, initiatives, activities, etc. that your organization is carrying on and/or is going to implement. That is, **make the project an “internal resource” for your planned activities.**

A2. Turn subgrants into opportunities for improving skills and competences for your organization and local MSMEs and BROs (Business Support Organizations)

A3. Take advantage of the **networking capacities** of the Project.

S1. When proposing an Initiative, have in mind:

a) **Needs/Priorities of your organization and/or your region/country**

b) What **you organization can provide** (contact, expertise, ...)

c) **MSMEs/BROs** that, at your knowledge, may be **interested,**

S2. Consider **qualified experts** that you (or your member SMEs) already **tested.**

Additional Inputs

1. External experts and consultants can come from EU regions and countries that are outside the geographical limits of the Programme Area.
2. Eligible MSMEs and BROs are all those encompassed in the geographical area of the Programme (that is: not limited to the regions of the PPs).

Examples: Sicily, Murcia or Port Said are OK.

Steps for a Third Party Initiative (3PI)

1. **At the SW one or more PPs propose issues** concerning that may be targeted by a specific Initiative (not covered by FIs).
2. **PPs make a selection of subjects** with the purpose of complement/integrate FIs.
3. **On the basis of the identified issues TAM/FIM will a draft Guidelines** for the
4. **Launch of the Call for Proposals.**
5. **Promotion of the Call by all PPs** in their regions/countries.
6. **Gathering of Applications**
7. **Selection of 3PIs by the Initiative Committee**, identification of PPs that will supervise each 3PI and assignments of 3PIs to applicants (MSMEs/BROs)
8. **Memorandum of Understanding among 3PIs participants** (possibly included in the Application)
9. **Start implementation of 3PIs**

Key features for applying to the Call for Proposals

- a) Concept Note: **Rationale/Objectives/Results** to be achieved
- b) Initial partnership (**2 or more MSMEs/BROs of two different countries EU/MPC ...**). The number of partners at the end of the initiative must be minimum 3.
- c) Draft Memorandum of Understanding among partners (similar a Partnership Agreement)
- d) The Initiative Leader (a MSME or BRO)
- e) Expertise to be involved (expert profile and/or expert CV according to the procurement rules)
- f) Action Plan
- g) Budget (including need/request of Subgrant)

Parallel developments of FIs and 3PIs.



Initiative Monitor System (IMS)

The IMS has the following objectives:

1. Monitor the **development of the Initiatives** (planned vs actual activities)
2. Evaluate **the degree of Satisfaction** of SMEs and BROs about the **consultancy services** (Satisfaction Questionnaires and direct interviews)
3. Check actual vs. planned **results and achievements** (stated in the Initiative Plan); in particular at the Final Assessment.

The **IMS will be managed by TAM/FIM**, above points 1 and 2.

The **Initiative Committee** will evaluate final **achievements and results** of each Initiative, above point 3.

Check Points of the IMS

0. Initiative Approved/Selected ... Activity Plan, Objectives, Achievements ...

1. Set Up of the Initiative (Partnership of SMEs and/or BROs) – TAM/FIM
2. Disbursement of subgrant (by the relevant PP) – if foreseen - FM
3. Procurement of external Services – if foreseen PC and TAM/FIM
4. Reports (project months: 6-12-18-24-30) – TAM/FIM
5. Results achieved (actual vs planned) – Initiative Committee
6. Evaluation of sustainability – Initiative Committee

Evaluation of the Consultancy Services Rendered to the Initiatives (FIs and 3PIs)

At months: 6, 12, 18, 24, 30, 34 the Initiative Leader (SME and/or BRO) with the assistance of the tutoring PP, will submit to TAM a filled questionnaire:

1. Degree of Satisfaction of the Service rendered:

1 min 5 max

2. Improvements to be achieved in the next 6 months:

.....

3. Suggestions:

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**Thank you
for your
attention!!!**

Disclaimer



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