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Skills4Sports

**Increasing the Employability of NEETs by tackling the skills gap for
the Sports Sector**

A.3.2.1

Situation Analysis and Report

WP3 – Research & Tools Development



The project is funded by the EU under the
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The 2014-2020 ENI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation (CBC) initiative funded by the European Neighbourhood Instrument (ENI). The Programme objective is to foster fair, equitable and sustainable economic, social and territorial development, which may advance cross-border integration and valorise participating countries' territories and values. The following 13 countries participate in the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestine, Portugal, Spain, and Tunisia. The Managing Authority (MA) is the Autonomous Region of Sardinia (Italy). Official Programme languages are Arabic, English and French. For more information, please visit: www.enicbcmed.eu

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1 INTRODUCTION

This Situation Analysis Report has been designed in the framework of the ENI CBC MED project “Skills4Sports” which aims to increase the employability of NEETs in the Mediterranean area by tackling the skills gaps for the Sports Sector. The analysis will be used as a tool for the Project Partners to better understand what the current situation in their region is in regards to the skills development and the employment requirements in the sports sector in the Greece proper.

As a result, for conducting this report, a clear, detailed and realistic picture of the opportunities, resources, challenges and barriers regarding the sports skills development in the sports sector is going to be reported for the Greece proper. The thematic focus is especially on the current situation in Central Greece, on the legal framework and on the public support.



CENTRAL GREECE

SITUATION ANALYSIS REPORT

within the project Skills4Sports

Evia
May 2021

2. METHODOLOGY

The conduction of the Situation Analysis Report for the region of Evia – Central Greece, has been based on four different methods:

- Desk research
- Online survey with stakeholders and beneficiaries of the project
 - Interviews with stakeholders and beneficiaries of the project
- SWOT Analysis report
- PESTLE Analysis report

1. KEY WORDS

To better understand the situation in Central Greece and to address the problem, a literature review is needed to be conducted.

Before continuing with the desk research and the state of the art of the skills development in the sports sector, the key definitions used throughout this methodology will be introduced. These key definitions are used to look for literature that fits within the scope of the Situation Analysis Report, including existing quantitative and qualitative data about the problem and the number of people/organizations affected.

NEETs

NEET is an acronym for 'not in employment, education or training', used to refer to the situation of many young persons aged between 15 and 29, in Europe. The aim of the NEET concept is to broaden understanding of the vulnerable status of young people and to better monitor their problematic access to the labour market (Eurofound).

Key Stakeholders

An individual, group, or organisation that might affect, be affected by, or perceive itself as affected by a decision, activity, or outcome of a project (PMBOK Guide, 2017).

Stakeholders also may exert influence on the project, project deliverables, or the team in order to satisfy their own agenda.

Skills development

The process of identifying the skill gaps, and developing and honing these skills. It is important because skills determine the ability to execute any plans with success.

Sport sector / industry

Sport industry is an industry in which people, activities, business, and organizations are involved in producing, facilitating, promoting, or organizing any activity, experience, or business enterprise focused on sports.

2. ONLINE SURVEY

For the present report, an online survey took place with relevant key stakeholders, as well as beneficiaries of Skills4Sports, in the wider area of Evia region. The online survey was implemented through the following actions:

1. **Focus group:** A focus group has taken place by the Development Agency of Evia S.A. (1st of June 2021), with the participation of main stakeholders in the sports sector of Evia region. The participants of the focus group were:
 - ✓ Deputy Governor of Education and Sports of the region of Central Greece
 - ✓ Vice President of Evia Development Agency S.A.
 - ✓ President of the Football Coaches Association of the Prefecture of Evia
 - ✓ Team members of the project on behalf of Development Agency of Evia
2. **Questionnaires:** Two (2) different questionnaires have been circulated to key stakeholders and final beneficiaries of Skills4Sports.

The findings and conclusions of the online survey will be described in the next sections of the present report, as well as in the Annexes 1 & 2 (SWOT & PESTLE analysis).

3. PORTRAIT OF THE REGION

The Region of Central Greece is the second largest Greek region and includes five (5) Regional Units, Boeotia, Evia, Evritania, Fthiotida and Fokida. It occupies a total area of 15,549 Km², (percentage 11.8% of the total area of the country).



Figure 1: Regions of Greece

Central Greece occupies the eastern half of the traditional region of Central Greece, including the island of Evia. To the south it borders the regions of Attica and the

Peloponnese, to the west the region of West Greece and to the north the regions of Thessaly and Epirus. Its capital city is Lamia.

Evia is the second largest island in Greece (after Crete) and the sixth largest in the Mediterranean area. The size of the island is 3,654 km² and extends along the northeastern mainland of Central Greece, from the Gulf of Malia to the coast of Rafina on the other side, separated from it by the Evian Sea. Evia consists of eight (8) municipalities (**Table 1**) and since 2011 composes the Regional Unit of Evia, one of the seventy-four (74) regional units of the country which is administratively part of the region of Central Greece. Its population is 213.067 people (ELSTAT, January 2019) with a population density of 54 per Km² and a total land area of 3.684 km². Evia is the closest island to Athens, the capital and biggest city of Greece. The capital of Evia is Chalkida and some of the biggest and most famous cities are Aliveri, Eretria, Kimi and Karistos.

Municipality	Seat
Chalkida	Chalkida
Dirfys - Messapia	Psachna
Eretria	Eretria
Istiaia - Aidipsos	Istiaia
Karystos	Karystos
Kymis - Aliveri	Aliveri
Mantoudi – Limni – Agia Anna	Limni
Skyros	Skyros

Table 1: Municipalities of Evia.



Figure 2: Political map of Greece (Evia inside the box) (Nations Online Project)

1. NATIONAL KEY FACTS AND OVERALL DATA ON THE LABOUR MARKET

1. Political system

As mentioned before, Central Greece is the second biggest Greek region thus its political system follows the overall system that represents the whole country.

Greece is a parliamentary republic where the nominal head of state is the President of the Republic, who is elected by the Parliament for a five-year term. The head of government is the prime minister who has the most political power. Legislative powers are exercised by a 300-member elective unicameral Parliament.

Greece is considered the cradle of Western civilization, being the birthplace of democracy, Western philosophy, Western literature, historiography, political science, major scientific and mathematical principles, Western drama and the Olympic Games.

2. *Geographical system*

The region of Central Greece has extremely interesting, diverse geomorphological, socio-economic and cultural characteristics. As a result, a set with significant advantages is created: rich and remarkable productive base - agricultural production and industry - mountains, quarries, large forests, plains, inland and coastal waters, coasts and even island, important natural, cultural and historical stock and service opportunities especially in tourism and trade. The region is well known for its rich natural environment of a unique diversity (rivers, lakes, thermal springs, national parks, ski resorts, hiking trails, etc.).



Figure 3: River Achelous (Vaggelis Doutsios).

Most of the region is mountainous or semi-mountainous (47.4% and 31.8%) while the plain is only 20.8% of the area. There are passages that allow the transit through the mountain massifs, which have been utilized. In addition, the subsoil of Central Greece is rich in metal deposits (magnesite, iron-nickel, bauxite, dolomite) as well as marble.



Figure 4: Mount Parnassus (*The Hiking Odyssey*).

Evia is the second largest island in the Aegean after Crete. The elongated island of Evia, 175 km long, is located opposite Central Greece, along its eastern coast, from Cape Kinaio, which enters the Gulf of Malia, and Cape Artemisio, which overlooks the entrance to the Pagasitic Gulf, of Karystos which together with the southern tip of Attica are the gates that lead to the Cyclades archipelago.

Evia and Central Greece are separated by the northern and southern Evian gulf, which at the height of Chalkida narrow forming the strait of Eripos, a bridge between the island and mainland Greece and an object of admiration and research since the earliest historical times due to the phenomenon of the tide.

Evia is divided into small natural isolated regions by the large and steep mountains that occupy its largest area: Telethrio to the north, Dirfi in its central part and Ochi to the south. Fertile plains develop between them, such as those of Lilantas and Psachna, small valleys and coastal coves (Karystos bay, Styra, etc.) were ideal places for the first human settlement and the development of settlements and all kinds of activities such as agriculture, logging, fisheries and trade. The limestone rocks in the northern part of Evia, the slate and asbestos in the area of Karystia, etc. was, as it seems, the reason for the development of a first form of commercial activity of the inhabitants in order to provide building materials. At the same time, the short distance from the coasts of Central Greece but also the isolation of the bays on the east coast of the island led to the development of trade resulting in the development of shipping and later the creation of colonies throughout the Mediterranean¹.



Figure 5: Karistos, Evia.

Finally, Evia is gifted with natural riches as it is filled with olive groves and meadows along with spectacular ocean views. There are many mountains to climb and it has natural mineral waters which is famous for healing people.

¹ The text is quoted in July 2003 from a tourist brochure (1997) of the Prefecture of Evia.

3. Economic system

During the last decade, the region of Central Greece followed the crisis of the Greek economy.

Central Greece is rich in mineral resources and also possesses a developed agricultural sector, a relatively developed tourism infrastructure and a growing services sector. However, the region is characterised by geographical and economic heterogeneity, with urban areas being more developed than the rural and mountainous zones. The secondary sector is crucial for the regional economy and in 2017 accounted for 39% of the regional Gross Value Added (GVA), which totalled €7,632m, while the services sector share was 53.1% and that of the primary one was 7.9% (Eurostat, 2020). In 2019, the region employed 5% (194 thousand) of the country's workforce: 56.3% of which in the tertiary sector, 24% in the secondary sector and 20% in the primary sector (Eurostat, 2020).

As mentioned before, the structure of the regional economy by production sector is characterized by the strong presence of the secondary sector and the relative smaller participation of the tertiary sector. Agricultural and livestock production is a key source of income and employment for most of the population of the Region of Central Greece. The contribution of the Region to the agricultural production in relation to the whole country is significant. The region's arable land corresponds to 10% of total arable land in Greece. According to the lasted records (2011), the number of the employed people (in thousands) of the region in relation to their economic activity, is displayed in the following table (*Table 2*):

ECONOMIC ACTIVITY	TOTAL
REGION OF CENTRAL GREECE	175.972
Agriculture, forestry and fisheries	30.495
Mines and quarries	1.089
Processing	24.422
Supply of electricity, gas, steam and air conditioning	1.498
Water supply, wastewater treatment, waste management and recovery activities	1.268

Constructions	14.186
Wholesale and retail trade - repair of motor vehicles and motorcycles	27.546
Transportation and storage	8.088
Activities of accommodation services and catering services	11.568
Information and communication	1.867
Financial and insurance activities	2.875
Real estate management	178
Professional, scientific and technical activities	6.470
Administrative and support activities	3.469
Public administration and defense - mandatory social insurance	15.183
Education	12.214
Activities related to human health and social welfare	7.726
Arts, entertainment and entertainment	1.335
Other service activities	2.971
Household activities as employers - non-differentiated household activities concerning the production of goods - and services - for own use	1.519
Activities of extraterritorial organizations and bodies	5

Table 2: Employed people of Central Greece region by economic activity (in thousands) (ELSTAT, 2011)

The main economic activity of Evia is agriculture. The island has a big agricultural economy due to its very fertile land - in fact the name "Evia" translates as "rich in cattle". In the economy of Evia also contributes the mining areas include magnesite in Mantoudi and Limni, lignite in Aliveri and iron and nickel from Dirfys. Marble is mined 3 km (2 mi) north of Eretria which include Marmor Chalcidicum and asbestos in the northeastern part of Carystus in the Okhi Mountain.

Cultivation	New Producers with the main profession of farmer			Total Producers		
	No of producers	Plots of land	Total area of arable land (ha)	No of producers	Plots of land	Total area of arable land (ha)
<i>Certified olive groves</i>	264	1383	450,99	13458	70910	18470,31
<i>Areas in good agricultural condition</i>	132	542	274,41	4598	19935	7607,93

<i>that count towards the extension rights</i>						
<i>Other grain</i>	120	1032	464,95	2447	13827	6004,77
<i>Grain</i>	36	274	132,21	593	3082	1580,25
<i>Vegetables</i>	112	388	213,74	885	2493	1218,93
<i>Feed</i>	55	181	147,18	579	1636	1153
<i>Dried raw figs and plums</i>	86	345	207,17	676	1742	960,46
<i>Other vineyards for wine production</i>	76	160	67,92	2174	3440	915,39
<i>Maize</i>	34	105	63,78	413	1054	751,12
<i>Cotton</i>	8	91	93,38	95	812	690,14
Total	923	4501	2115,73	25918	118931	39352,3

Table 3. Dominant Agricultural Crops in Evia (GAIA registry, 2012)

Another economic activity of Evia is the operation of wind farms. More than € 82 million is the total benefit of the local economy and society in the area of south Evia through the installation and operation of wind farms. In particular, only from their operation, these wind farms attribute € 3.9 million per year locally without counting direct jobs and other indirect benefits. This amount refers to development works, sponsorships, supplies from the local market and the special tax 3% of the turnover in favor of the municipalities and the citizens.

According to a recent research of EUROSTAT (April 2020), in the region of Central Greece, the unemployment rates of people aged 15-74 years old was 18.9% during 2018 and 17.2% during 2019. In comparison with the very high unemployment rates of young people aged 15 to 24 years old, which during 2018 was 51.1% and 47.9% in

2019. These numbers make Central Greece one of the regions with the highest unemployment rates in Europe (EU average rate in 2018 was 6.9% and in 2019 6.3%). Unemployment and long-term unemployment rates in many Greek regions, as well as in Central Greece, represent by far the highest rates in Europe and the population at risk of poverty or social exclusion for the region stands at 24.2%.

4. *Population factors*

The population evolution of the region of Central Greece, according to the lasted register that took place in 2011, shows a decrease of 9.66%, which is much higher than the general downward trend (1.61%) at a country level. The gradual decrease of the population during the decade 2001-2011 resulted in a decrease in its population density which from 38.9 inhabitants per km² in 2001 decreased to 35.17 inhabitants per km² in 2011, much lower than the corresponding country (81.75 inhabitants per km²).

Regarding the distribution of the population by gender and age groups, researches have shown that in the total population of the region the ratio of the two sexes is reversed than the one observed in the whole country, since men consists the 51% (49.2% for the whole country) of the total population in the region, compared to 49% of women (50.8% in the whole territory). The analysis of individual demographics indicators shown that the problem of population aging of the Central Greece is much larger than it is in the rest country.

The population of Evia by gender and educational level is described in the following tables - following the latest population census of 2011 (**Table 4 & 5**).

Place of permanent residence	WOMEN						
	TOTAL	Doctoral holders or postgraduate degree / Graduates of the University - Polytechnic, ATEI, ASPAITE, higher vocational and equivalent schools	Graduates of post-secondary education (IEK, Colleges, etc.)	High School graduates (General, Ecclesiastical, etc.) and Vocational High School graduates	High school and Vocational Schools graduates	Elementary school graduates	They dropped out of elementary school, but they can read and write / They completed their preschool education / They do not know how to read and write
REGIONAL UNIT OF EVIA	104.167	12.578	4.128	21.809	12.694	29.253	17.545
Municipality of Chalkida	50.522	7.654	2.317	11.722	6.233	12.163	6.991
Municipality of Dirfys-Messapia	8.888	712	275	1.740	953	2.765	1.973
Municipality of Eretria	6.490	760	243	1.407	929	1.776	1.018
Municipality of Istiaia-Aidipsos	10.687	961	330	1.845	1.193	3.565	2.269
Municipality of Karistos	6.089	497	234	1.100	803	2.011	1.143
Municipality of Kymi - Aliveri	14.114	1.382	473	2.862	1.783	4.159	2.713
Municipality of Mantoudi-Limni-Agia Anna	6.021	456	184	887	610	2.447	1.218
Municipality of Skyros	1.356	156	72	246	190	367	220

Table 4: Women population by educational level (ELSTAT, 2011)

Place of permanent residence	MEN						
	TOTAL	Doctoral holders or postgraduate degree / Graduates of the University - Polytechnic, ATEI, ASPAITE, higher vocational and equivalent schools	Graduates of post-secondary education (IEK, Colleges, etc.)	High School graduates (General, Ecclesiastical, etc.) and Vocational High School graduates	High school and Vocational Schools graduates	Elementary school graduates	They dropped out of elementary school, but they can read and write / They completed their preschool education / They do not know how to read and write
REGIONAL UNIT OF EVIA	106.648	14.048	3.576	21.978	19.034	27.619	13.949
Municipality of Chalkida	51.701	8.242	1.875	11.427	9.107	10.797	6.596
Municipality of Dirfys-Messapia	9.912	763	249	2.145	1.605	2.982	1.656
Municipality of Eretria	6.563	807	206	1.361	1.290	1.738	751
Municipality of Istiaia-Aidipsos	10.396	1.043	280	1.747	1.722	3.635	1.430
Municipality of Karistos	6.091	537	188	1.105	1.106	1.984	857
Municipality of Kymi - Aliveri	14.323	1.837	489	2.838	2.927	3.897	1.670
Municipality of Mantoudi-Limni-Agia Anna	6.024	553	230	1.017	975	2.235	772
Municipality of Skyros	1.638	266	59	338	302	351	217

Table 5: Men population by educational level (ELSTAT, 2011)

According to INSETTE report (2020), the Region of Central Greece, in comparison with the whole country, notes more sharp decrease in the ages 20-24 years and more intense increase in the ages 15-19 years. Specifically, in the sub-age categories, a decrease was recorded by ages 0-14 years (-6%), 20-24 years (-29%), 25-29 years (-14%) and 30-44 years (-7%) and increase the ages 15-19 years (+ 19%), 45-64 years (+ 6%) and 65+ years (+ 1%). Regarding the shares of the individual ages for 2019, we observe that the highest share is held by those aged 45-64 (28%), followed by ages 65+ (24%), 30-44 (20%), 15-29 (14%) and 0-14 (14%).

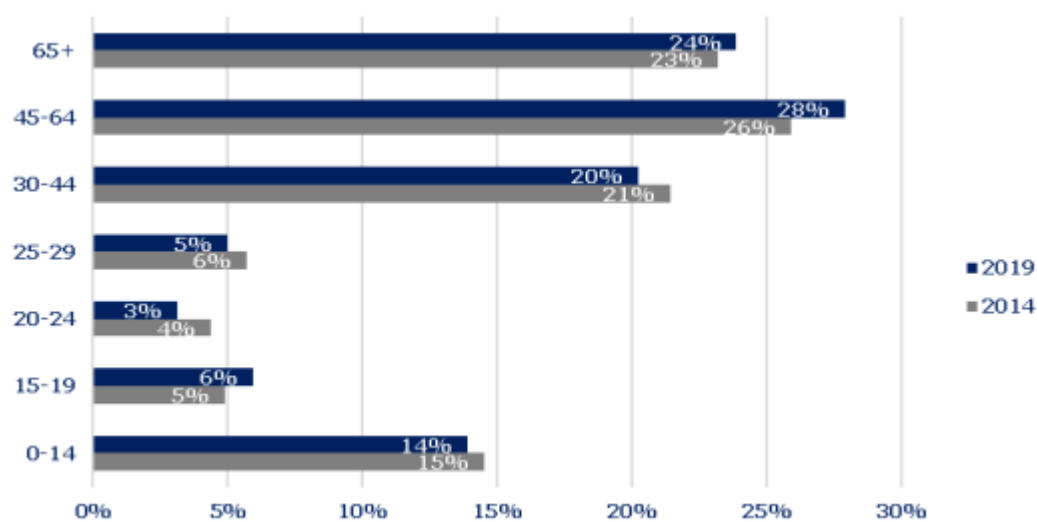


Figure 6: Percentage age distribution of the inhabitants of the Region of Central Greece, 2014 and 2019 (EED, ELSTAT, INSETTE elaboration).

5. Characteristics of the labour market

The economic crisis that has hit the country the last decade had immediate negative effects on the region of Central Greece, which are reflected in both unemployment rates and in the phenomena of poverty and social exclusion. According to the available Eurostat figures, in 2017 the region accounted for 4.7% (€8.767bn) of the country's gross domestic product (GDP), ranking in fifth position between the regions of West Greece (€8.322bn) and Crete (€9.386bn). GDP growth rates have been negative since 2008 (€10,879m), having slightly increased since 2016. In terms of GDP per capita in purchasing power standards (PPS), which accounted for 19,300 in 2018, the region

was positioned fourth among the 13 Greek regions, below the national average (21,100) and being 62.3% of the EU28 average (31,000) (Eurostat, 2020).

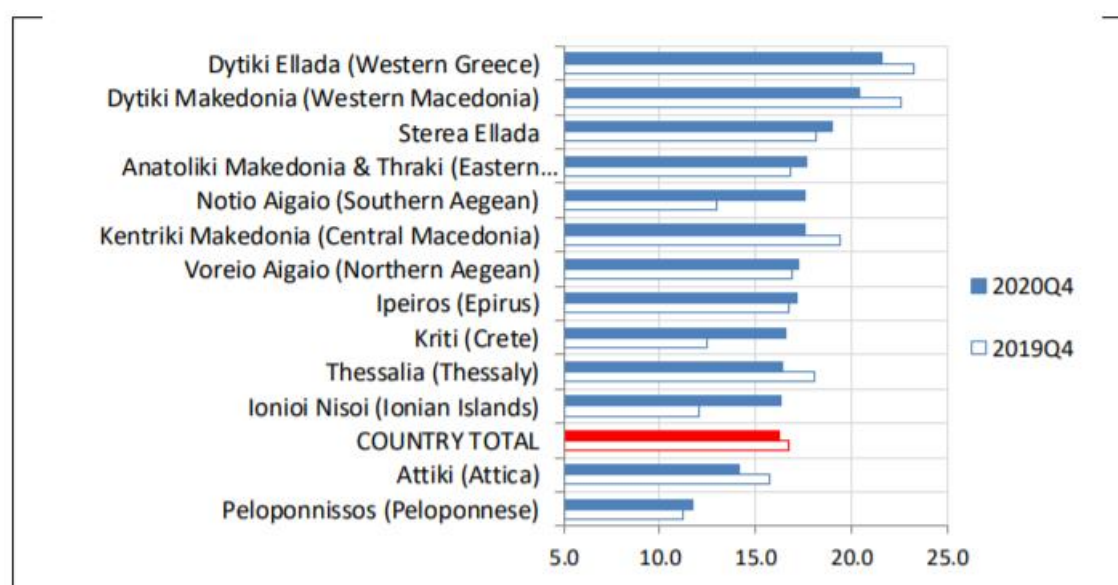


Figure 7: Unemployment rate (%) by Region – Sterea Ellada (ELSTAT 2020).

Given the background, the percentage of the unemployment in the total active population of the Region increased from 12.7% in 2010 to 27.5% in 2013 (EUROSTAT, total population 14-74), and moved to levels respectively to those of the country for the previous years (12.6% during 2010 and 27.5% during 2013). The following years, unemployment showed a relative de-escalation both in the region and in the entire country standing in 2018 at 18.9% for the Central Greece region and 19.3% for the whole country.

The educational level of the population is lower than in the rest of the country. The region of Central Greece shows a high percentage of young people aged 18-24 who drop out of school and vocational training and still lacks high human resources specialization. The unemployment rate among young people aged 15-24 is constantly moving at levels higher than those of the rest country and stands at 36.9% during 2010 (compared to 33.0% throughout the country, EUROSTAT 2019) to rise to its extremely high levels of 59.5% during 2013 (compared to 58.3%). It then shows a slight drop and

forms into 51.1% during 2018 remaining at much higher levels than those of the rest country (39.9%).

A	B	C	D	E	F	G	H	I	J	Total Employment
2015										
42.235,3	37.236,1	11.200,9	61.215,7	1.461,3	3.039,8	481,4	9.800,5	35.011,1	8.326,4	210.008,6
2016										
41.133,5	38.297,0	11.142,0	65.189,5	1.482,6	2.923,4	567,4	9.988,2	35.797,7	8.267,4	214.788,8
2017										
41.371,1	37.427,4	10.762,2	67.407,3	1.487,6	2.718,7	569,8	9.569,0	36.413,1	8.095,6	215.821,8
2018*										
41.704,1	38.232,6	10.809,5	68.683,2	1.527,7	2.796,4	565,0	9.774,6	36.626,4	8.172,2	218.891,8
A	Agriculture, forestry and fishing									
B	Mining and quarrying, manufacturing, electricity, gas, steam, air conditioning and water supply, sewerage, waste management and remediation activities									
C	Construction									
D	Wholesale and retail trade, repair of motor vehicles and motorcycles, transportation and storage, accommodation and food service activities									
E	Information and communication									
F	Financial and insurance activities									
G	Real estate activities									
H	Professional, scientific and technical activities, administrative and support service activities									
I	Public administration and defence, compulsory social security, education, human health and social work activities									
J	Arts, entertainment, recreation, other service activities, activities of households as employers, undifferentiated goods and services producing activities of households for own use, activities of extraterritorial organisations and bodies									

Table 6: Employment in Central Greece by industry for the last five years (in thousands persons)
(*Provisional data) (ELSTAT)

6. Sport sector labour market

In the sport sector, the Hellenic Ministry of Culture and Sports holds the responsible public body for the administration and finance of sports, the General Secretariat of Sport (GGA). The main aim of the GGA is the determination of strategic plan and the configuration of the implementation method of the country's sports policy, within the

framework of the State's constitutional obligation to protect, administrate and financially support the sport activities. Also, is mandated to ensure and enhance the social health and wellbeing through the cultivation and dissemination of sportsmanship and the Olympic values; the development, coordination, promotion and evaluation of the effectiveness of sport related programs and actions; the supervision and subsidy of sports bodies or stakeholders.

The total number of people working in the sports industry in Greece in 2018 was 21.313. This represents a very high growth rate of 71.42% since 2011 and brings Greece closer the European average of the Sport and Physical Activity workforce as a proportion of the workforce as a whole. During 2019, 0.5% of the total employment in Greece refers to the sports sector. Finally, in the second quarter of 2020 there were almost 200 sports workers per 100.000 inhabitants aged 15 and above when the European average was 215 sports workers (Eurostat).

There are no available records for the sports sector employment in the region of Central Greece. In Greece though, the number of people working in the sports industry sorted by age (2013-2019) is describing below (**Figure 8**):

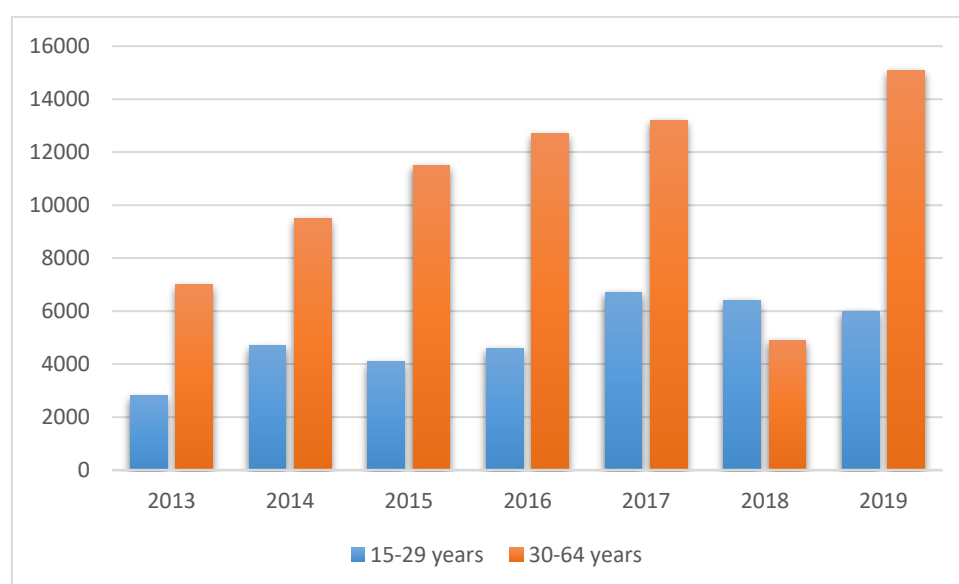


Figure 8: Employment in the sports industry by age (Eurostat).

4. *THE REGIONAL SPORTS SECTOR*

The sports sector in the region of Central Greece led under the administration of the Greek governmental bodies. Thus, the Hellenic Ministry of Culture and Sports holds the responsible public body for the administration and finance of sports for the whole country, the General Secretariat of Sport (GGA). As described before, the main aim of the GGA is the determination of strategic plan and the configuration of the implementation method of the country's sports policy, within the framework of the State's constitutional obligation to protect, administrate and financially support the sport activities. Also, is mandated to ensure and enhance the social health and wellbeing through the cultivation and dissemination of sportsmanship and the Olympic values; the development, coordination, promotion and evaluation of the effectiveness of sport related programs and actions; the supervision and subsidy of sports bodies or stakeholders.

In particular the GGA is responsible for:

- ✓ Systemically cultivating and spreading the sport spirit in the social consciousness
- ✓ Safeguarding and spreading the Olympic values at national and international level by any means
- ✓ Drafting and implementing the operational and regular action plans and projects that are related to the national sport policy
- ✓ The organisation, administration and evaluation of sports services through a systematic monitoring for the implementation of their goals in order to ensure effectiveness, efficiency and quality
- ✓ Ensuring the health of professional and amateur athletes
- ✓ The supervision and control of a number of sport organisations and sport facilities in accordance with the applicable provisions and based on the strategic planning of sport policy
- ✓ Supporting institutionally, scientifically, materially and financially all public and private bodies that are pertinent to the overall national sports policy

Central Greece, as the second biggest region in Greece, owns the most of the sports facilities, sports associations and sports clubs in national level. Football and Basketball are considered as the most popular sports as the region has the biggest Greek football and basketball teams.

Evia specifically, offers a variety of sports opportunities due to its natural environment and geomorphology. Some of the most famous sport activities in the region are:

1. **Hiking:** One of the most famous activities since the region is full of hiking routes and mountains. The largest mountain, Dirfys, offers the most delimited hiking trails. The Gorge of Agali, a stunning route that expands on the western slopes of Dyrfis has a total length of 5 kilometers.
2. **Climbing:** Another famous sport in Evia.
3. **Swimming and other water sports:** As an island, it is very logical that Evia provides a big variety of water sports as well as is offered for swimming. Some of the most famous water sports in the island are: Canoeing, Water ski, Surfing, Kite Surfing, etc.
4. **Cycling:** As mentioned before, Evia is one of the most ideal locations for cycling since it consists of flat and wide streets as well as big routes in its mountains.

Evia also participates in the Greek football championship (third division) with its local football team, Chalkida F.C. Furthermore, the region of Evia has hosted for several years the PanHellenic Kids' Basketball Championship.

Finally, the Association of Sports Clubs of Eastern Sterea - Evia (also known as E.A.S.A.S.-E.) is the local organization that maintains the supervision of the sport of athletics in the Region of Central Greece. It is under the jurisdiction of the Association of Greek Gymnastics Sports Clubs (SEGA) and is responsible for the management and development of the gymnastics field for the Region of Central Greece.

5. REGIONAL EDUCATION AND TRAINING SYSTEM

The educational system of the region of Central Greece follows the same structure of the whole's country educational system.

The educational system in Greece is mainly characterized by its versatile character, which is ordained by the responsible public body, the Ministry of Education, Research and Religious Affairs. The body is responsible for the design of the education policy, the supervision and monitoring of its implementation, as well as administration of the entire education system across all fields, agencies and levels. Over the years, the Ministry in question has made significant changes to the education system, most of which were mandated by the wish of each government to adopt recent scientific findings and acclaimed education models of other countries in the world. Adapting state-of-the-art research in the field of education, as well as foreign education practices to meet the needs of the Greek society and labour market has resulted in a multilayered education system, which caters for all students in the country. Most students in Greece attend public schools of all levels, for which there are no tuition fees, while less than 10% of the student population enrolls in private schools.

Education in Greece is compulsory for all children between the ages of 6 and 15. The education system is divided into Early Education and Care for children up to the age of 6, Primary Education for children between the ages of 6 and 12, Secondary Education for teenagers between the ages of 12 and 18, Higher Education for those wishing to attend university courses, and, finally, Lifelong Learning, which caters for adult students of all ages.

More specifically, the Greek educational system consists of (*Despina-Alexandra Constantinides, 2014-2015. Fulbright participant in the Study of the United States Institutes program, Teachers Institute for Secondary School Educators at University of Illinois, Urbana-Champaign, IL*):

- **Early Education and Care:** In Greece there are Daycare Centers which provide children up to the age of 5 with pre-school education. The last stage of pre-school education is carried out in Kindergarten Schools, where young students take preparatory courses just before enrolling in primary/elementary schools.
- **Primary Education:** Welcome children of the age of 6. Some of these schools are termed “Experimental”, as they carry out experimental education practices, and are supervised by university departments specializing in pedagogics and primary education. There are also primary schools which cater for students with physical or mental impairment, or special needs. In all three types of primary schools, students learn basic skills in a number of subjects, like Language Reading and Writing, Environmental Studies, Maths, English. Primary Schools in Greece operate between 8am and 1pm, while the majority of those offer extra classes on Physical Education, Art and Music until 4pm.
- **Secondary Education:** All students graduating from primary education must attend courses in a Junior High School. There are several types of Junior High Schools. A student may attend the Junior High School which is located in his neighborhood, or he/she may be admitted to an Experimental Junior High School through a lottery system. Students who have a special interest in painting, drama, dancing or music may attend a Junior High School that specializes in the field. There are also Junior High Schools which address students from a multicultural background, as well as students with special needs. Most Junior High Schools operate from 8am to 2pm, but there are also evening schools that operate from 7pm till 10pm for students – mainly adults – who work during daytime. A variety of subjects are taught in Junior High Schools, including Modern and Ancient Greek Language, Maths, Physics, Chemistry, Geography, History, Physical Education, Religious Studies, Music and Art, while special emphasis is given to foreign language learning, as students are taught both English and another European language of their choice (students tend to choose between French and German). Students take exams in all subjects at the end of each school year. Students may also pursue vocational training in Vocational High Schools, or, once they are 16, they may

enroll in a Vocational Evening High School and graduate after 4 years of study. In addition, there are Vocational Training Schools; in these schools, as well as in all Vocational High Schools students attend general education courses combined with workplace courses.

- **Higher Education (Tertiary Education):** Greece has a high number of university graduates. Most of them attend four-year studies in university departments and in Technological University departments, as well as in the various departments of the School of Pedagogical and Technological Education, while those attending Technical University departments – specializing in fields like architecture and engineering – graduate after five years of studies. Courses in Higher Education institutes in Greece take the form of either lectures or workshops, and most of the courses spread over one semester. Most university departments in Greece offer one-year or two-year postgraduate courses, as well as the opportunity to pursue a doctoral degree. Students may also enroll in the Hellenic Open University for graduate or postgraduate studies.
- **Lifelong Learning:** Lifelong Learning in Greece takes place in Lifelong Learning centers which are usually supervised by Municipality services. These centers offer a variety of courses, aiming at both formal and informal education. On the other hand, Vocational Training Institutes and Vocational Training Schools often adapt their curriculum to suit the needs of their adult students and of the labor market. Lifelong learning actions at all levels (national, regional, local) are governed by the principle of monitoring and evaluation by the General Secretariat for Vocational Education, Training and Lifelong Learning. The National Organisation for the Certification of Qualifications & Vocational Guidance (EOPPEP) plays a key role. It developed the national framework of qualifications. It also implements the accreditation system for the teaching qualification of trainers for adults of non-formal education.

Finally, in Greece there are Second Chance Adult Education Schools which cater for those students who have dropped out of school at some point in their life, but wish to continue with their studies at a later date.

Central Greece belongs one Technological Educational Institute (TEI Sterea Ellada), with its main premises in Lamia, whereas different departments are also in Amfissa, Thebes, Karpenisi and Chalkida. Also, in the region of Central Greece belongs one of the ten academies of merchant shipping in Greece, the Merchant Marine Academy of Kimi, two Agricultural Research Stations of the National Agricultural Research Foundation (Viotia and Fthiotida), and finally, the region hosts a department of the Company for Industrial Research, Technological Development and Laboratory Testing, Certification and Quality (EVETAM) (Thebes).

6. *REGIONAL SPORT EDUCATION AND TRAINING SYSTEM*

Physical education is included in the lessons of the school program in primary and secondary level of education and is usually taught twice a week.

Ministry of Education, Research and Religions Affairs is responsible for the implementation of the policy for the Physical Education in all levels of Education. Physical education is necessary in order for the students to enter into the deep meaning of sports, teamwork, the mental peace that one acquires when exercising and the noble rivalry. Although physical education is very important for both the health (mental and physical) and the character shaping of a student, since the founding of the Greek state, sports has been and is considered an extracurricular activity and is given secondary priority in Greek schools.

The teaching of the Physical Education in schools is covered with approximate 2-3 hours of teaching per week and mainly covered by the following topics/activities:

- A. **Primary Education:** activities aimed to psychomotor education (e.g., dancing), individual and team sports (football, volleyball, basketball, swimming etc.), and gymnastics.

- B. **Secondary Education:** individual and team sports such as basketball, volleyball, football, handball, gymnastics, dancing, fitness and different competitive level of school events in various sports. Furthermore, there is an introduction process to non-popular sports, Paralympic games, etc.
- C. **Higher/Tertiary Education:** There are four (4) universities in Greece for studying the Physical Education and Sport Science: The University of Athens (Central Greece), the University of Thessaloniki (Central Macedonia), the University of Thrace (Eastern Macedonia) and the University of Thessaly (in the city of Volos). These Departments are independent and do not belong to any Faculty. They offer sport related Bachelor, Master's and Doctorate programmes in regards to the physical education and sport science.

Except from the participation of Greek students in the physical activity through school lessons, the students are also able to participate in PanHellenic/National School Games (atomic and team sports). Finally, they are also allowed to participate at international meetings in regards to sports, as the European and World School Games.

7. *LEGAL FRAMEWORK*

In the 20th century the development of sports has escaped private initiative. Nowadays, nation states are particularly interested in sport industry, so the international legal order. Thus, sport industry is the subject of constitutional provisions as well as national laws.

The current Constitution of Greece though has limited references in regards to sports or the Physical Education as part of the educational system. However, in relation to other European Constitutions it should be considered as a very advanced one, especially due to the fact that it includes the Physical Education in the purposes of Education.

The Greek Constitution shows a limited interest for the human body and a predominantly physical activity such as physical, is not considered in the focus of its

interest. However, even from an economical perspective, physical activity did not particularly concern the Constitution either. Nevertheless, the current Constitution of Greece, sets the state action framework for sports and Physical Education mostly as the aim of Education, which consists one of the basic missions of the state.

According to the Greek Constitution's Article 16 (§ 9), "Sport is under the protection and supervision of the state. The state subsidizes and controls the associations of sports clubs of all kinds as defined by the law. The law also sponsors the aid distribution provided each time to the sponsored associations, according to their bourn. According to the aforementioned regulations of the Constitution, sports fall within the aims of the state, which maintains a strong interest in its development the last years mainly.

It should be noted that, except from Spain's and Portugal's Constitutions, these regulations are particularly advanced in relation to other European constitutions. In fact, if we take into consideration the tradition of sports in Greece as well as the ancient Greek approach, we can understand why sports is considered as a symbol of Hellenism for the Greek Law. Olympism and sports have indeed a special weight in relation to the national identity of the Modern Greeks, something that is not happening in other European countries.

The regulations of the Constitution in article 16 (§ 9) are describing the right of citizens for free development of sports activity and instruct the legislator to make such arrangements in order to build organized sports and competitive activity. These regulations form a constitutional right to individual and collective free sport action under state's supervision and protection. In this sense, sports as an extracurricular activity, but also Physical Education as a school lesson, are formally established as institutions in the current Constitution of Greece. Consequently, Physical Education is one of the purposes of Education through which the moral and spiritual cultivation of citizens are developed.

The basic law that governs sports sector in Greece is the 2722/99 (replacing Law 75/1975). This law contributed to the reform of the current legal framework concerning Sports and laid the foundations for the better organization and progress of Amateur and Professional Sports (Operation of Clubs – Associations - Federations,

Sports Companies, Refereeing, Athletes Motivations, Massive Sports (which was renamed Sports for All) for the disabled, etc.), responding to the modern needs of Sports and society and contributing significantly to the successful organization and conduction of the Olympic Games in Greece back in 2004.

In Greece, the General Secretariat of Sports (GSC) is responsible for the strategic planning and implementation of the country's sports policy, in the context of the state's constitutional obligation to protect, supervise and financially support sports. The Superior Officer of the GSC is the Deputy Minister of Culture in charge of Sports (or Deputy Minister of Sports), who in his turn delegates important responsibilities to the Secretary General of Sports. The responsibilities are defined vertically based on authorizing decisions and concern the General Secretaries, the General Managers and the Heads of Directorates & Departments.

The responsibility for the national staff planning, definition and achievement of the goals, as well as the overall responsibility for the progress and good organization of sports sector in the country, lies under the General Directorate of Sports Organization, which is also the highest operating Directorate.

The General Directorate of Sports Organization is composed of the following Directorates²:

- a) Competitive Sports Directorate. The responsibilities concern the Recreational Sports cultivated through the recognized Federations and with the recognized sports clubs that belong to them.
- b) Directorate of Professional Sports and Sports Professions whose responsibilities are the control and supervision of all activities of professional sports and sports professions, as well as issues of sports violence, drug doping, imposition of fines for material damages incurred during professional competitions, the taking of measures to deal with possible violence in competitions etc.
- c) Directorate of Sports for All, Promotion, Development of Sports, Scientific Support and International Relations, with responsibilities that cover the Development of Sports,

² <https://www.hocsh.org/el/content/o-organismos>

the implementation of Sport for All program at national level, Sports Tourism, Aegis, Scientific Documentation of Sports and the promotion of Sports and Olympism at International level.

d) Directorate of Technical Works and Infrastructure (National Stadiums, sports venues where mass sports programs are held).

e) Support of Sports Directorate (Human Resources Management, Web and Electronic Infrastructure, Secretariat, Service and Information of Citizens in physical or electronic way, etc.).

Finally, local government, with the support and partial implementation of the state sports strategy, is an important factor in the development of citizens' sports behavior, contributing to the well-being and well-being of citizens (Mamade, Pires & Colaco, 1998). The programs are adjusted according to the citizens' needs but also according to the respective budgetary practices.

8. MAIN NATIONAL AND REGIONAL STAKEHOLDERS FOR THE SKILLS DEVELOPMENT IN THE SPORTS SECTOR

The main key stakeholders involved in the sports sector of the region have been mapped and listed in the previous activity of Skills4Sports (A3.1.1 – Mapping of Key Stakeholders in the sports sector) (**Table 2**).

HIGH INFLUENCE – LOW INTEREST	HIGH INFLUENCE – HIGH INTEREST
Rebrain Western Greece, Hellenic Gymnastics Federation, Hellenic Weightlifting Federation, Hellenic Basketball Federation, Hellenic Fencing Federation, Hellenic Wrestling Federation, Hellenic Volleyball Federation, Hellenic Cycling Federation,	EOPPEP, INEDIBIM, General Secretariat for Lifelong Learning, General Secretariat of Sports, Ministry of Culture and Sports, Hellenic Olympic Committee, Hellenic Paralympic Committee, Regeneration, NCR- Youth Centre, Youth Center of Epirus, Youth

Hellenic Arching Federation, Hellenic Football Federation, Hellenic Football Fans Federation, Hellenic Swimming Federation, Association of Greek Gymnastics Sports Clubs, Institute of Educational Policy	Sports Training Center, KEAN Youth Center, Youth Center of Kalamata, OAED Chalkida, EKPA University, Labor Employment Organisation
LOW INFLUENCE – LOW INTEREST	LOW INFLUENCE – HIGH INTEREST
The American College of Greece, IDEF College, City Unity College, DEI College, AEGEAN College, Mediterranean College, Sports-Culture-Environment Public Benefit Enterprise	ERGOWAY IKE, Europrospect, Sklia Education Centre, IEK PRAXIS, ba business academy, Kentro Gnosis, National Institute of Labor and Human Resources, HELLENIC MODERN PENTATHLON FEDERATION, Hellenic Open University, GAZZETTA, Dinata & Athlitika, Evia Portal, Institute of Research & Training on European Affairs – I.R.T.E.A., Evia Chamber

Table 7: National and Regional Key Stakeholders.

The list of the key stakeholders mapped during the A3.1.1, was used in order for the online survey of the present report to be conducted (focus group and questionnaires).

9. *MAPPING OF CURRENT ACTIVITIES AND INITIATIVES*

"Live Athletic (Zise Athlitika)" Programme

It is an innovative three-year program, created shortly before the pandemic (Covid-19) broke out, with the mission of promoting the Athletic Ideal and Athletic Ethics as an everyday life model. Olympians, champions and popular athletes participate and aims to raise the awareness of all and especially the younger generations (children and adolescents) in the values of sports.

"Sport for All" Programme

The design of Sport for All Programmes based on the philosophy that lifelong sport helps to improve both physical and mental health, therefore helps to improve public health and aids the economy of a state - so state strategies to develop the interest of exercise in citizens should be promoted.

The main aim of the program is to convince modern man that in the age of computers and digitization, where the production of work does not require high physical effort, but it is offered in front of a computer screen or from a specific place, the daily exercise acts as a counterweight by balancing physical inactivity. At the same time it aims to persuade young people not to waste their free time in vain and degenerate habits such as the endless internet use, the passive imitation of dangerous habits (smoking, alcohol, addictive substances, etc.) but to get "life in their hands" through exercise (Koustelios, Zournatzi, Rouseti & Gkanatsios, 2013).

"Erasmus+ Sport" Programme

Erasmus+ is the EU's initiative programme to support education, training, youth and sport in Europe. The Sport Chapter in the Erasmus+ Programme aims to support European partnerships on grassroots sport in order to pursue the following objectives:

1. Tackle cross-border threats to the integrity of sport, such as doping, match fixing and violence, as well as all kinds of intolerance and discrimination;
2. To promote and support good governance in sport and dual careers of athletes;

3.To promote voluntary activities in sport, together with social inclusion, equal opportunities and awareness of the importance of health-enhancing physical activity, through increased participation in, and equal access to sport for all.

European Week of Sport

Launched in 2015, the European Week of Sport was created in response to the worsening inactivity crisis. Despite sport and physical activity substantially contributing to the well-being of European citizens, the level of physical activity is currently stagnating and even declining in some countries. For six years, the European Week of Sports has helped tackle the inactivity crisis by encouraging Europeans to embrace a healthy and active lifestyle. The Week is for everyone, regardless of age, social background or fitness level.

European network for the promotion of health-enhancing physical activity (HEPA)

The mission of HEPA Europe is to provide a forum for the advancement of health-enhancing physical activity (HEPA) research, policy and practice for better health and well-being across the WHO European Region. HEPA Europe is a WHO/Europe network, whose activities are based on WHO policy statements and corresponding documents from the European Commission, and are aligned with the United Nations' Sustainable Development Goals and WHO Global Action Plan on Physical Activity 2018–2030.

HEPA Europe membership is open to organizations and institutions active at the regional, national or subnational level, who are willing to contribute to the goals and objectives of the network. The new WHO Country Office in Greece was established in 2018 and is located in Athens, providing a platform for daily collaboration with the Greek Ministry of Health and other stakeholders on national health priorities. The Country Office assists the Greek Government in shaping the national health agenda, providing technical support and monitoring and assessing health trends. It supports the host country in its work towards universal health coverage and a sustainable and effective health system, taking a holistic health-system approach.

The objectives of the program are:

- The promotion of interdisciplinary communication and knowledge exchange between researchers, professionals and policy makers
- The facilitation of the exchange of experiences and best practices
- The contribution and development of multisectoral policies and strategies
- The enhancement of the research
- The provision of opportunities for the development of researchers' skills, etc.

As mentioned before, Greece – and the region of Central Greece as a result - is showing more and more interest in sports, a fact that has led governments to try to develop the sports industry by including more and more programmes and initiatives year by year.

10. *BARRIERS AND DRIVERS*

According to the participants of the online survey, the most important drivers and barriers concerning the skills development in the sport sector in the region are being described below.

Drivers

- Most employment opportunities are being offered in the sports sector nowadays, which concern a big range of positions such as football analyst, personal trainer, coaches, nutritionists, people who can work in teams (caregivers, team leaders, etc.), physiotherapists, sport journalists, etc.
- More and more employment opportunities arise in the field of information, technology and e-sports
- The geographical location, as well as the climate of the region allows the development of the sports tourism, the organization of major sporting events and the easy movement of sports teams
- The big sports history of the country

Barriers

- Lack of infrastructures

- Lack of financial resources mostly due to the financial crisis in Greece
- COVID-19 emergency situation, as the biggest part of the sports sector requires physical presence
- Lack of educational programmes and trainings

11. *SUPPORTING MECHANISMS RELATED TO SKILLS DEVELOPMENT FOR THE SPORTS SECTOR*

According to the findings of the online survey, there are moves towards the creation of supporting mechanisms for the development of skills in the sports sector of the region and in particular to the creation of self-evaluation mechanisms. Also, there is a need of a new plan regarding educational programs related to sports and upgrade the existing mechanisms.

The sports sector concerns the region which is making moves in order to improve it. For that reason, a part of the annual budget is dedicated to the sports sector, although it needs improvement. There should be continuous information and training through schools concerning the sports sector. The field of education must be enriched with various specialties and positions as well. All relevant professions must be gathered under a common framework as there are many professions that are combined. The vocational guidance should give young people the opportunity to get in touch with all these professions. The responders also referred to the need of the implementation of more educational programs and the organization of teleconferences with the associations of the unions and all relevant stakeholders in order to inform the associations about the sports professions.

During the last year, there are projects to upgrade the sports infrastructure in the area of Chalkida and more events are being held, which indicates that there are some resources for the sports sector. If these resources are used properly, sports educational programs can be supported. A reference was also being made to the D, C,

B, A, Pro UEFA diplomas for coaches which do not require any university education and degree, but concern anyone who has some skill to deal with the field of football.

In the recent years, technology has affected all professions as well as sports. Especially after the pandemic, there is a strong trend towards good health, digital training, personal hygiene and training. An athletic mutation is observed and psychological balance and health become a priority while there is need for specialized sports services with the use of new technologies. The house is converted into an individual sports area. Technology has entered the organization and operation of sports associations and that is why e-sports have been developed mainly during quarantine.

Regarding the educational programs, in the recent years the available programs are mainly related to football and are related to coaches and referees. In particular, in the region there are refereeing schools such as the Refereeing School 2021 organized by the Football Association of Evia where right to participate have young people aged 16-30 with a high school diploma. Respectively, there are coaching schools organized by the Hellenic Football Federation in various categories that do not require any university degree. The Football Coaches Association is heavily involved in securing the coaching jobs that result from these schools. Some of these schools also offer courses such as first aid, psychological support for children and in also provide courses in addition to football techniques.

12. REGIONAL CONCLUSIONS

The contribution of the sport industry to the country's economy is very important. According to the Institute of Economics and Industrial Researches, despite the lack of a policy for the development of the sports industry and the backwardness compared to other EU countries, the industry produces 1.7% of GDP and employs 1.1% of the total employees. Furthermore, the indirect contribution of sports in sectors such as clothing and footwear, tourism, etc. is also great.

Also, for the region of Central Greece, sport sector is a dynamic industry with significant growth potential. The region owns the most of the sports facilities in national level. The regional geographical location and climate help sports activities and sport tourism thrive. For that reason, the upgrading of the sports sector is one of the priorities of the region with significant interventions being carried out in the sports infrastructure with projects that stand out, as one of the most serious problems faced by sports sector in the region of Central Greece is the significant deficiencies in sports infrastructure and in many cases the lack of management and poor operation and maintenance.

The needs, deficiencies and challenges identified in the Region are also related to youth unemployment levels, the need to strengthen educational infrastructure, support vulnerable groups and the general encouragement of sports activities.

According to the findings of this report, the main actions that should be implemented concerning the development of the sports sector for the final beneficiaries, are oriented towards:

- The development and interconnection of structures and services of integrated support of the entrepreneurship of the final beneficiaries
- The creation of educational tools to strengthen entrepreneurship
- The promotion and emergence of new professions in the wider sports sector, in order to exercise new professional activities (self-employment) and the certification of these professions through the application of control and evaluation methods
- The emergence of new forms of employment and business development in the sports sector
- The activation and networking of co-competent bodies for the strengthening of multidimensional and multilevel support mechanisms for entrepreneurship and self-employment at regional level
- The coordination of all co-competent bodies for the development of the sports sector

- Thematic networking at transnational level for the development of common methods and tools to enhance entrepreneurship and self-employment in the sports sector
- The empowerment and active participation of the final beneficiaries

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14. ANNEXES

Annex 1. SWOT Analysis

Annex 2. PESTLE Analysis

1. *Annex 1. SWOT Analysis*

INTERNAL	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> • There are some financial resources dedicated to the sports sector • Great history of sports in Greece • Geographical location and climate of Greece 	<ul style="list-style-type: none"> • Not much financial resources • Not many infrastructures • Not many educational programmes and trainings • Lack of communication in the beneficiaries • Lack of specialties and professions in the educational system
EXTERNAL	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • Vocational guidance will give young people the opportunity to get in touch with all professions • Employment opportunities in the field of information technology and e-sports • Development of new sports beyond the well-known and popular ones 	<ul style="list-style-type: none"> • Bad usage of financial resources • The available educational programmes are mainly related to football and specific professions (coaches and referees) • Important professions in the sports sector are difficult to find (psychologist, nutritionist, est.)

	<ul style="list-style-type: none"> • Development of sport tourism due to the geographical location of Greece 	
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2. *Annex 2. PESTLE Analysis*

	External factors to consider	Factors affected within sports industry	Importance (High - Medium - Low)
POLITICAL	Government policy Political stability Industry regulations Global agreements etc.	<ul style="list-style-type: none"> The non-utilization of all available sports facilities Although there are a lot of sports facilities, not all of them are operating due to infrastructure maintenance needs The sport sector does not invest in the youth the lack of training and human resources development framework Lack of modern model of management of a sports organization in Greece Policy-making process and policies for the development of sports 	High
ECONOMIC	Globalisation, Interest rates, Employment or unemployment rates	<ul style="list-style-type: none"> Not all sports facilities provide the necessary equipment needed for the professionals due to lack of finance High taxation 	High
SOCIAL	Lifestyle factors Career attitudes		Medium

	<p>Work-life balance Population Demographics Education levels, Cultural trends, Attitude changes and changes in lifestyles</p>	<ul style="list-style-type: none"> • High unemployment rate in the sports sector • The violence in sports is a critical factor in Greece • Not equal opportunities for vulnerable groups • Gender gap • Promotion of sports via education • Skills development trainings 	
TECHNOLOGY	<p>Automation Innovation Social networking Upgrades Artificial Intelligence Security Changes in digital or mobile technology</p>	<ul style="list-style-type: none"> • Many professions have been replaced by technology • Low security level 	Low
ENVIRONMENTAL	<p>CSR (Corporate social responsibility) Ethical sourcing Transportation Future pandemics Climate, Waste disposal and sustainability.</p>	<ul style="list-style-type: none"> • COVID-19 pandemic 	High
LEGAL	<p>Employment legislation Common law Local labour law Health and safety regulations</p>	<ul style="list-style-type: none"> • There are not many laws protecting the sports sector in Greece • Illegal sports federations 	High

		<ul style="list-style-type: none"> Doping phenomenon is high in Greece 	
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