

CASE STUDY FOLDER



Public4MSME – Sharing economy model as a resource for SMEs during COVID-19 recovery time

This document is the result of the analytical and conceptual work of the team jointly implementing the project:

Title: *Public4MSME – Sharing economy model as a resource for SMEs during COVID-19 recovery time.*

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Participating Countries: Poland, Ukraine, Slovakia, Hungary, Moldova.

Project Period: October 2020 – March 2021

Partnership:

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2. Agency of European Innovations, Ukraine (partner)
3. SPŠ elektrotechnická Prešov, Slovakia (partner)
4. Hajdú-Bihar Megyei Vállalkozásfejlesztési Alapítvány, Hungary (partner)
5. Solidarity Fund PL in Moldova, Moldova (partner)

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More information about partners, goals and the development of the project are available on the website: www.public4sme.eu

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List of content

List of content	3
Introduction	4
How to use the Case Study Folder	5
Case Studies– Poland.....	6
Case Studies – Ukraine	32
Case Studies – Slovakia.....	49
Case Studies – Hungary	68
Case Studies – Moldova.....	88
Notes	111

Introduction

The Case Study Folder is a document that responds to the urgent need to diagnose the methods of reducing the negative impact of the COVID-19 pandemic on micro, small and medium-sized enterprises located in the cities.

From the beginning, the project structure was designed in a way that allows to carry out two sequential processes:

1. collection of good practices from cities in the regions represented by the project partners,
2. conducting conceptual tasks on developing a catalogue of possible forms and methods of involving public institutions in supporting micro, small and medium-sized enterprises in the Sharing Economy model.

The logic of implementing both points resulted from the assumption that on the basis of a narrow group of good practices developed, it would be possible to conduct a broader debate on other ideas for including the Sharing Economy model in the process of supporting companies – based on local resources. As a result of the project evaluation, the first part was planned for implementation and all activities leading to the preparation of a catalogue of good practices were consistently carried out. and

The process dedicated to this point was divided into 3 parts:

1. Definition of Methodology Plan.

That Plan was first product of the project, that describes how to conduct collection and selection of public initiatives/projects in every Partner Regions in order to define Folder with 30 case studies. Plan covers formal procedure and dedicated tools that was elaborated together in the consortium, including Methodology Workshop executed in on-line form.

Integral part of the Plan was wider description of the situation in every Partner Region in MSME support context – State of the Art. That part was prepared to explain what kind of policies were in use in each country with direct support toward micro, small and medium size companies.

An important aspect is the fact that the work on the Methodology Plan included assumptions for the work on the two processes described above. Consequently, the consortium prepared to implement the entire initial scenario of the project.

2. Collection and selection of initiatives to the Case Study Folder

The selection of initiatives for the Case Study Folder was a process involving three elements:

1. presentation of the initiatives,
2. formal assessment (performed by the Lead Partner),
3. Substantive assessment (performed by all Partners).

The final selection of the initiatives was the result of the consent of all Partners in a transparent procedure. For the selection, manuals and tools were prepared following the Methodology Plan.

During the project implementation, the selection of initiatives was carried out 3 times, each consisted of:

- assessment based on materials sent by e-mail by project partners,
- on-line meeting.

From over 150 initiatives submitted within 3 selections, a total of 30 were selected to be presented as a good practice, described further in this document.

3. Collection of data and Case Studies descriptions

This stage was dedicated to collecting more detailed data on selected initiatives and preparing in-depth descriptions of good practices. The results are presented later in the document.

How to use the Case Study Folder

This Case Study Folder is based on the analysis of many initiatives taken at local, regional and national level in five countries. The variety of the analysed ideas of supporting micro, small and medium-sized enterprises and the multiplicity of approaches, on the one hand, made it possible to present compelling actions, on the other hand, they showed in which fields the Visegrad countries differ and in which they have similar approaches.

The original assumption of the project, prepared at the very beginning of the COVID 19 pandemic, was to focus attention on local initiatives initiated by public institutions at the city level. While we believe to that day that the potential in the local approach is large and untapped, during the project implementation we found out that the local approach is not always the result of an initiative originating at the local level. We have consequently found fascinating ideas for supporting enterprises by public institutions, which were undertaken at the regional or national level (here mainly in the case of Hungary) and implemented at the local level. In some cases, it resulted from the need to scale the support and reach a larger number of entities (Ukraine), but also to follow the adopted model of fighting off the pandemic at the national level (Hungary).

From the perspective of the recipient of this Catalogue, the key is to use it as a tool of describing variety local public institutions approaches. The fact that an initiative is an element of the implementation of a regional or national policy is not an impediment to its initiation at the local level - this is the perspective we used in the descriptions.

Taking a step back and looking at the project title: *Public4MMSE - Sharing economy model as a resource for MSMEs during COVID-19 recovery time*, the main content shows how public institutions unconventionally coped with the difficulties and actively engaged in saving the local situation of enterprises and citizens - by sharing their resources.

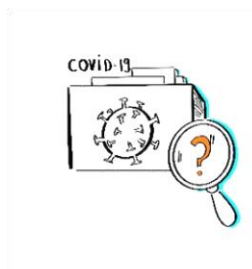
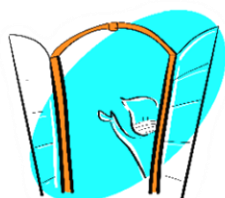
To better use the knowledge contained in the Folder, it is recommended to take a perspective of municipal or communal public institution and search for answers to a key questions:

1. Which micro, small and medium-sized enterprises require support?
2. Which institution could undertake the task described in the case study?
3. Which resources are already available and which should be acquired to enable the transfer of a good practice?
4. How to modify the practice so that the implementation complies with the law and applicable rules (including those relating to the institution undertaking the implementation of the practice).

The project team paid special attention to the potential for transferability of the proposed initiatives, which was both one of the evaluation criteria and an integral part of the description. In parallel, the resources necessary to implement the practice were emphasised, which should help in the decision-making process to transfer the other countries and their regions.

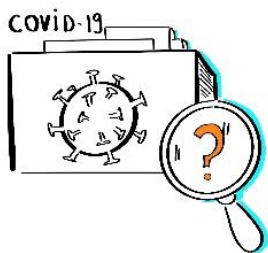
The distribution of presented good practices was lined up by the countries, which should facilitate the selection process regarding the criterion of convergence of legal systems or e.g. cultural differences.

Case Studies– Poland



Case studies list:

1. Co-financing of purchase of COVID19 testing instrument.
2. Mobile local marketplace.
3. Additional gate for local marketplace visitors.
4. Support for family business.
5. Buy the flower.
6. Meal for Medic.
7. Electricity purchasing group.



Co-financing of purchase of the COVID19 testing instrument

Country name:		Poland
Region:		Mazovia Region
City :		Grodzisk Mazowiecki
Public organisation responsible for the initiative	National language	Gmina Grodzisk Mazowiecki (jednostka samorządu terytorialnego), Urząd Miejski Grodzisk Mazowiecki (urząd reprezentujący jednostkę samorządu terytorialnego – Gminę Grodzisk Mazowiecki)
	English	Municipality of Grodzisk Mazowiecki (local authority), Municipal Office of Grodzisk Mazowiecki (office serving local authority)
Department (if any)		Wydział Finansowy, Urząd Miejski w Grodzisku Mazowieckim
Address:		ul. Kościuszki 32A, 05-825 Grodzisk Mazowiecki
Webpage:		https://grodzisk.pl/2020/05/mamy-urzadzenie-do-testow-na-koronawirusa/
Public organisation representative:		The case has been prepared with the significant support of Aneta Caban, Head, Communication Department of the Municipal Office of Grodzisk Mazowiecki

Initiative description

Title:	Co-financing of purchase of COVID19 testing instrument
Features of group/s of beneficiaries	<ul style="list-style-type: none"> Directly: medium and big companies running business activity on the Grodzisk Mazowiecki municipality area, with various production / services profile, Indirectly: micro and small companies - subcontractors to medium / large companies from the group of direct beneficiaries of the initiative
Initiative / tool objective	<ul style="list-style-type: none"> To maintain operational capability (production without downtimes) of medium / large companies from Grodzisk Mazowiecki Municipality' area, and therefore to: <ul style="list-style-type: none"> maintain the existing subcontracting / value chains, enabling the local companies (micro / small) continuous delivery of goods / services for medium / large companies.
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Stage 1. Problem identification</u></p> <p>At this stage of the initiative, the continuous interchange of information regarding the COVID19 pandemic management was conducted between representatives of the Municipal Office and the Local Hospital authorities. It has to be highlighted, that this communication was not only set up for the time of the pandemic, but it has existed earlier on the local scale. In parallel, local authorities had been conducting a dialogue with representatives of local enterprises to identify their needs. The same method was used later on during the first pandemic outbreaks.</p>

	<p>This mechanism has allowed identifying a significant risk at an early stage, especially in large companies for whom the health concerns and potential complications brought far more risk. The compulsory 14-days quarantine of an employee, a high number of personal contacts during a regular workday, no possibility of remote work - these were only a few important concerns.</p> <p>The key point of COVID-19 management was a fast diagnosis and introducing strict but clear procedures. If done correctly, according to rules, the process of the quarantine could be shortened from fourteen to seven days.</p> <p>To support companies in solving this problem, the city had decided to purchase a specialistic tool for diagnosing COVID-19 cases for the local hospital. The tool would enable an instant testing service at any time for companies with a large number of employees. The operation was introduced by the Mayor of Grodzisk Mazowiecki, whereas the hospital was responsible for using the specialist tool, due to the access having its laboratory and qualified personnel.</p> <p><u>Stage 2. Purchase of the COVID19 testing instrument</u></p> <p>At this stage of the initiative, its key stakeholders: the City Council of Grodzisk Mazowiecki (chosen by the Mayor) and the Board of the Municipality decided to purchase (co-financing) the testing instrument for the local hospital as a part of the plan.</p> <p>In the procedural aspect, the decision of the City has been legally accepted as the Resolution of the City Council of Grodzisk Mazowiecki. The implementation of the resolution has been assigned to one of the Municipal Office Departments (Financial Department), as the subject of the resolution - a transfer of financial resources to the regional debt (NUTS3 region), with a hospital as a representative organisation.</p> <p><u>Stage 3. Enabling the instant testing for local enterprises</u></p> <p>Objective: Maximising the reach of the COVID19 diagnostics campaign to the large, local companies and their employees</p> <p>Scope of the activities:</p> <p>At this stage of the initiative, firstly the representatives of large, local companies have been contacted, as the most decisive and influential in their organisations. The assigned employee of the Mayor Bureau responsible to contact local companies was in charge of the organization of all the meetings with representatives of these companies and efficient communication on the line company-hospital. Additionally, this person played a key role in the latter process, coordinating the diagnostic process. The representatives of companies submitted the request for diagnosing of an employee/employees to this person, and the then Mayor Bureau employee would set-up a diagnose in the hospital, ensuring respective feed-back to the enterprise.</p>
Expected result(s)	<p><u>Initiative/tool organisation dimension (what kind of added-value the initiative/tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • An additional experience in the field of supporting local society in crisis, • Strengthening the positive relationships with local stakeholders, in particular representatives of other local authorities (NUTS3), healthcare and entrepreneurs. • In a wider perspective – maintenance of employment rate in local scale - resulting in saving the local citizens purchasing power on the same level. • Instant diagnosis of Municipal Office employees. With the help of the testing tool and a hospital, it was possible to maintain the continuous work of the Office, especially in handling the increased number of local issues and direct contacts with citizens. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p>

	<ul style="list-style-type: none"> • Significant economic impact on local medium and large enterprises: maintenance of production volume and income level, maintenance of demand for goods / services from local deliverers / subcontractors. Production companies are especially exposed to pandemic risk, single infection and its spread to only one shift can cause quarantine for 100 – 200 employees with result of downtime. • Significant economic impact on local micro and small enterprises: maintenance of services (mainly transport) delivered on demand of large local companies, most of the local citizens purchasing power on the same level from before. • An additional advantage for the companies was a lower test cost for their employees (directed throughout the Mayor Bureau) then the cost of test conducted by the hospital for “regular” customers.
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Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Necessary resources	Technical infrastructure: <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Basic office infrastructure • Technology: <ul style="list-style-type: none"> ○ Basic ICT infrastructure (telephone, e-mail, computer with the internet access)
	Knowledge: <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ○ Strong organization leader, experienced and efficient in local relations, ○ Easy access to the highest decision-makers from the minor local organisations, ○ Organisational and Communication skills, to enable smooth and efficient day-to-day dialogue with private companies representatives. • Procedures: <ul style="list-style-type: none"> ○ Existing internal procedures enabling allocation of organization funds (in this case - financial resources of Municipality of Grodzisk Mazowiecki) for ad-hoc initiatives costs covering
	Types (categories) of costs to be covered: <ul style="list-style-type: none"> • Operational costs of one employee (800 EUR), • ICT infrastructure maintenance costs (100 EUR), • Co-financing of the purchase of COVID19 diagnosis instrument (~ 1000 EUR) Amount of costs to be financed (in EUR): <ul style="list-style-type: none"> • 1900 EUR
Key success factors:	<ul style="list-style-type: none"> • The initiative of the Municipality representatives – in particular of the City Mayor – to support local companies as well as efficient co-operation between City Mayor and Board of the Region (NUTS3) in covering the cost of the diagnosis instrument. • Direct and smooth dialogue between representatives (decision-makers) and local organisations: municipality, region (NUTS3), healthcare and enterprises. • The operational ability of local hospital (in Grodzisk Mazowiecki) to use the co-financed tool and conduct COVID19 tests due to access to own laboratory and

	<p>qualified personnel, ensuring the delivery of the test result to the diagnosed persons up to six hours after the test.</p> <ul style="list-style-type: none"> • Efficient and continuous communication action plan conducted by Municipal Office personnel to inform the key players and their decision making authorities, in particular from large local companies, about the possibility of using the tool for their employees.
Key challenges:	<ul style="list-style-type: none"> • Not identified – all activities were implemented based on the already existing cooperation between key local actors and the decision – makers.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • The precise information on the number of supported companies is not available, but the sum of employees diagnosed with the COVID19 in all local companies exceeded 250. • The possibility of instant diagnosis in the local hospital helped to keep the steady level of production in all the local companies – none of which had closed due to COVID19. • The additional and less expected result of this initiative was the general increase in engagement of the local companies in cooperation and joint battle to prevent the further spread of the COVID-19. This support took many forms, for example in sponsoring the anti-bacteria fluid dispensers all over the city.



Mobile local marketplace

Country name:		Poland
Region:		Mazovia Region
City:		Grodzisk Mazowiecki
Public organisation responsible for the initiative	National language	Gmina Grodzisk Mazowiecki (jednostka samorządu terytorialnego), Urząd Miejski Grodzisk Mazowiecki (urząd reprezentujący jednostkę samorządu terytorialnego – Gminę Grodzisk Mazowiecki)
	English	Municipality of Grodzisk Mazowiecki (local authority), Municipal Office of Grodzisk Mazowiecki (office serving local authority)
Department (if any)		Communication Department of the Municipal Office of Grodzisk Mazowiecki
Address:		ul. Kościuszki 32A, 05-825 Grodzisk Mazowiecki
Webpage:		https://grodzisk.pl/2020/04/mobilne-targowisko-miejskie/
Public organisation representative:		The case has been prepared with the significant support of Aneta Caban, Head, Communication Department of the Municipal Office of Grodzisk Mazowiecki

Initiative description

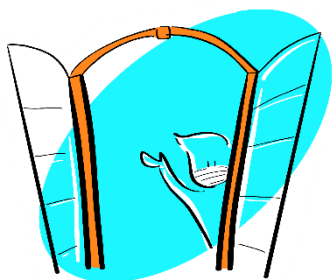
Title:	Mobile local marketplace
Features of group/s of beneficiaries	<ul style="list-style-type: none"> Micro enterprises, conducting business activity as sellers (mainly fruits, vegetables and flowers) on a local marketplace in Grodzisk Mazowiecki, managed – in behalf of Municipal Office of Grodzisk Mazowiecki – by ZGK (Zakład Gospodarki Komunalnej; Municipal Services Office)
Initiative / tool objective	<ul style="list-style-type: none"> To maintain the income of micro-enterprises, that lost the ability to sell their products on the local marketplace in Grodzisk Mazowiecki, as a result of the closing of the marketplace due to COVID19 pandemic.
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Step 1. Diagnosis of micro – enterprises needs</u></p> <p>At this stage of the initiative, the representatives of the Municipal Office registered the entrepreneurs, conducting business activity as sellers on the local marketplace, with numerous questions regarding the planned period of closing of the marketplace area. Despite the high level of uncertainty in this matter from one side (general lack of trust from private owners), the will of the Municipal Office to help has resulted in them having an idea to support enterprises through the dissemination of their offer on the official web page and FB profile of Municipality (including informing new customers on the new channel of sale, in the form of delivery of the products to the place indicated by the client, or in the</p>

	<p>form of pick-up of the goods by the customers by themselves in the place indicated by the seller).</p> <p><u>Step 2. Identification of beneficiaries from the micro – enterprises group</u></p> <p>At this stage of the initiative, the representatives of the Municipal Office have contacted representatives of ZGK (Municipal Services Office) responsible for the marketplace and day-to-day contacts with sellers, with the request of creating a list of the entrepreneurs, interested in being promoted by the Municipal Office with the use of aforementioned channels (official web page and FB profile of Municipality). Also, the advantages of this solution have been highlighted (maintenance of contact of up-to-date clients with sellers, etc.). Next, the list of entrepreneurs, interested in the support has been delivered from ZGK to respective Municipal Office representatives.</p> <p><u>Step 3. Start of the campaign</u></p> <p>The starting point for this stage was the e-mail contact of the Municipal Office representative, responsible for initiative coordination, with the entrepreneurs having expressed their interest in support (from the list prepared by ZGK) with the request of:</p> <ul style="list-style-type: none"> • Acceptance for processing of personal data (according to Polish law), for promotion purposes, • Answering a couple of simple questions, enabling preparing the promotional material of web – page and FB profile: <ul style="list-style-type: none"> ○ Short description of the offer, ○ Contact (phone number), ○ Up-to-date marketplace box number. <p>It has to be highlighted, that in particular the last of the above-mentioned elements (box number) was of great importance, as many customers did not recognize the name of the seller, but only the place, where the box was localized on the marketplace when it was open. Hence, the indication of the boxes on the map – for the facilitation of recognition of sellers – was a necessary element of the promotional action. In consequence, on the webpage of the Municipal Office (https://grodzisk.pl/2020/04/mobilne-targowisko-miejskie/), as well on FB profile, has been published, in the attractive graphical form:</p> <ul style="list-style-type: none"> • List of sellers, conducting business activity on local marketplace in Grodzisk Mazowiecki, joining presented initiative, with short information of the art of offered good (vegetables, fruits, etc.) and respective mobile number, • Map of the marketplace, supporting previous visitors/customers in the identification of sellers. <p><u>Step 4. Evaluation</u></p> <p>The formal evaluation process has not been conducted, however, one can identify the number of supported enterprises (23 businesses) based on the list published on the Municipality web – page. Apart from this, the informal feedback from businesses representatives indicated the significant added-value of the initiative not only in the economical aspect – the support has been appreciated especially among businesses with limited ability to promote themselves on social – media.</p>
<p>Expected result(s)</p>	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • The problem of the inaccessibility of the local citizens to the local marketplace has been solved. The decision of marketplace closing due to COVID19 restrictions has been often criticized by up-to-date customers, used to stock-up at deliverers from the local marketplace. Recovery of the marketplace functionality throughout the initiative has strengthened the position of Municipality, as the efficient manager of municipality assets. • Strengthening of the relationships with the local entrepreneurs – despite the re-opening of the marketplace, the contacts established during the initiative among Municipal Office representatives and supported entrepreneurs exiting still.

	<p>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</p> <ul style="list-style-type: none"> Economical effect for micro – enterprises by the supported entrepreneurs from the marketplace (maintenance of incomes / sale), as well as at their sub-deliverers.
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Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> High – the initiative / tool can be transferred without fulfilment of demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> High – the initiative / tool can be transferred without fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> Offices: <ul style="list-style-type: none"> Basic office infrastructure Technology: <ul style="list-style-type: none"> Basic ICT infrastructure (telephone, e-mail, commuters with internet access)
	<p>Knowledge:</p> <ul style="list-style-type: none"> Competencies of members of implementing team: <ul style="list-style-type: none"> Organizational skills and embeddedness in local relations, Communication skills, enabling efficient day-to-day communication with companies representatives. Procedures: <ul style="list-style-type: none"> Not necessary – the initiative did not require any formal decisions.
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> Operational costs of three employees (two persons from ZGK, one person from the Municipality Office), ca. 10 working days, Cost of graphic design of map on www portal, <p>Amount of costs to be financed (in EUR):</p> <ul style="list-style-type: none"> 150 EUR (graphic design of the map).
Key success factors:	<ul style="list-style-type: none"> Effective action of ZGK (Municipal Services Office) - inquiry among entrepreneurs on their willingness to join the initiative (as being promoted by Municipal Office).
Key challenges:	<ul style="list-style-type: none"> Not identified – all activities were implemented are based on the already existing cooperation between key local actors / decision – makers.
Impact on regional economy (general description)	<ul style="list-style-type: none"> As a result of the initiative, 23 local businesses have maintained their operational ability to deliver offered goods to their customers and therefore the necessary income has been ensured. Moreover, the continuity of their contacts with respective sub-deliverers has been maintained. The additional, positive effect of the initiative is its sustainability, as the initiative has created a new channel of sale and delivery for the local entrepreneurs – despite the re-opening of the marketplace, their offer is still promoted on the official web page of the Municipality and part of the clients get used to new booking / delivery method.



Additional gate for local marketplace visitors

Country name:		Poland
Region:		Mazovia Region
City :		Szydłowiec
Public organisation responsible for the initiative	National language	Wodociągi i Kanalizacja Sp. z o.o. w Szydłowcu (spółka należąca do Jednostki Samorządu Terytorialnego: Gmina Szydłowiec)
	English	Municipal Services Office Ltd. in Szydłowiec - office serving local authority of Szydłowiec (local authority)
Department (if any)		n/a
Address:		11 Wschodnia Str., 26-500 Szydłowiec
Webpage:		http://www.wik-sztydlowiec.pl/
Public organisation representative:		The case has been prepared with the significant support of Dariusz Kujbida, CEO of Wodociągi i Kanalizacja Sp. z o.o. w Szydłowcu

Initiative description

Title:	Additional gate for local marketplace visitors
Features of group/s of beneficiaries	Micro enterprises, conducting business activity as sellers (fruits, vegetables, meat) at local marketplace in Szydłowiec, managed – in behalf of Municipal Office of Szydłowiec – by Wodociągi i Kanalizacja Sp. z o.o. w Szydłowcu (Municipal Services Office Ltd. in Szydłowiec).
Initiative / tool objective	To prevent visitors (buyers) visiting the local marketplace in Szydłowiec from COVID19 infection and therefore to maintain the business activity of over 250 micro/family enterprises, conducting their commercial activity on the marketplace.
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Phase 1. Diagnosis of micro-enterprises needs</u></p> <p>The need to act in advance and minimize the negative effects of the long lockdown for the local marketplace was undertaken both by Municipal Office representatives (in particular – City Mayor) and private entrepreneurs who were offering their products on the marketplace on the daily basis. As result, the City Mayor and a Director of the respective Municipal Services Office identified the limited flow of the marketplace visitors on the marketplace area (having only one main entrance with the limited space) as the main risk factor, that can negatively impact the continuity of marketplace activity in the specific COVID19 circumstances.</p> <p><u>Phase 2. Solution and its implementation</u></p>

	<p>As the solution aimed at improvement of the suboptimal and potentially dangerous flow of the marketplace visitors, the Municipality came up with a cheap and practical solution. The second gate, previously permanently closed, had been planned to open. This enabled to use of the existing gate as an entrance and the second one as the exit from the marketplace.</p> <p>The implementation of the solution was both technical and organizational kind. Firstly, the necessary re-construction activities have been planned and implemented. Secondly, when the additional gate (to serve as an exit) was ready for opening, the necessary organizational activities have been introduced: the additional staff for supervising the flow of visitors in the new circumstances (including counting of the visitors) equipped with disinfectants and protective gear.</p> <p>It has to be highlighted as well, that apart from the above mentioned second gate – the additional, smaller third gate has been opened, enabling visitors the passage to the another (private) marketplace in the neighbourhood.</p> <p>Importantly, the process of supervision of visitors flow was managed not only by the Municipal Office employees but also by the representatives of the local firefighter's station.</p> <p><u>Phase 3. Evaluation</u></p> <p>The formal evaluation process has not been conducted, however, the experiences of representatives of the Municipal Services Office and the positive feedback from entrepreneurs were evidence that the initiative was a success. This statement is supported by the positive entrepreneur's attitude and acceptance of the new solution, despite the slight increase of monthly rent payment for access to the marketplace. They accepted the change with understanding, appreciating the support from the Municipal Services Office doing their best to ensure the continuity of their business activity and sell the products traditionally, despite COVID19 circumstances. If the solution were not implemented, most likely the marketplace would have to be closed, like many others in the whole country. This simple solution had a significant impact on the whole marketplace where 250 entrepreneurs conducted their business activity.</p>
Expected result(s)	<p><u>Initiative / tool organization dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> The main result from the Municipal Office / Municipal Services Office point of view was the effective prevention from COVID19 infection on the local scale with the maintenance of activity of a significant number of the local businesses offering their products on local marketplace. Regarding the second element, the relationships between entrepreneurs and local authorities have been positively strengthened. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> Economic effect for local family/micro-enterprises, in particular in the result of income maintenance. Societal impact – the continuous activity of the marketplace, important from the local inhabitants point of view was ensuring supply for (mainly) food.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Transferability on country of origin level	High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization

(to be assessed by all Partner from specific country)	
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Basic office infrastructure • Technology: <ul style="list-style-type: none"> ○ Basic ICT infrastructure (telephone, e-mail, computer with internet access), ○ Basic tools necessary for re-construction of the “old gate” mechanism. <p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ○ Organizational skills and fluency in local relations. In particular, the good, positive relations with local firefighters station representatives, supporting the safe organization on the marketplace according to the new rules, ○ Communication skills, enabling efficient communication with representatives of companies, selling their products on the marketplace and with visitors, in regard to inform and execute new rules of visitors flow ○ Technical knowledge / ability to supervise / check the process of old gate reconstruction. • Procedures: <ul style="list-style-type: none"> ○ Not necessary – the initiative did not require any formal decisions, apart from internal decisions in the framework of Municipal entities, <p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Operational costs of additional 8 employees, supervising – in the initial period (3-4 months) after the changes - the correct movement of marketplace visitors. In consequence, the workload has been reduced to approximate 3-4 persons. <p>Amount of costs to be financed (in EUR):</p> <ul style="list-style-type: none"> • Construction works (including enabling third gate, throughout wall reconstruction): approx. 700 EUR.
Key success factors:	<ul style="list-style-type: none"> • Pro-active approach of Municipal Office representatives in regard of collecting and analysing information on the possible forms of entrepreneurs support from the very beginning of COVID19 period. • The positive relations with Local Firefighters Station, enabling successful implementation of the new solution (support with visitors supervision).
Key challenges:	<ul style="list-style-type: none"> • The main challenge was to negotiate and change the local entrepreneurs habits (developed naturally through many years of selling on the marketplace, for example allowing potential customers to touch and taste their products – as they say, old habits die hard). Regarding the COVID19 circumstances, this kind of activities were a risk factors, and the Municipal Services Office representatives with the help of local firefighters had a significant and crucial challenge to limit it. Currently, the additional supervision is not needed, since both entrepreneurs and clients got used to the COVID-19 safety rules.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • The described initiatives positively impacted business activity of over 250 local micro companies in maintenance of their operational ability.

Attachment:

Overall map of the marketplace





Support for family businesses

Country name:		Poland
Region:		Mazovia Region
City :		Grodzisk Mazowiecki
Public organisation responsible for the initiative	National language	Gmina Grodzisk Mazowiecki (jednostka samorządu terytorialnego), Urząd Miejski Grodzisk Mazowiecki (urząd reprezentujący jednostkę samorządu terytorialnego – Gminę Grodzisk Mazowiecki)
	English	Municipality of Grodzisk Mazowiecki (local authority), Municipal Office of Grodzisk Mazowiecki (service representing local authority unit – The Municipality of Grodzisk Mazowiecki)
Department (if any)		Department of Economic Promotion of the Municipal Office of Grodzisk Mazowiecki
Address:		ul. Kościuszki 32A, 05-825 Grodzisk Mazowiecki
Webpage:		https://biznes.grodzisk.pl/category/komunikaty-firm/ https://grodzisk.pl/2020/04/poradnik-dla-przedsiębiorcy
Public organisation representative:		The case has been prepared with the significant support of Head of Department of Economic Promotion of the Municipal Office of Grodzisk Mazowiecki

Initiative description

Title:	Support for family businesses
Features of group/s of beneficiaries	<ul style="list-style-type: none"> Micro enterprises (mainly family businesses), independently operating in the area of Grodzisk Mazowiecki
Initiative / tool objective	<ul style="list-style-type: none"> To maintain the income of micro enterprises, that lost the ability to sell their products to local as a result of the limited demand due to the COVID-19 restrictions
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Stages 1 & 2. Diagnosis of micro companies – identification of entrepreneur and their stakeholders needs</u></p> <p>Better identification of the local entrepreneur needs was a result of a continuous process of dialogue conducted by Municipal Office representatives, in particular – City Mayor – with representatives of local companies. At the very early stage of the COVID19 pandemic and its restrictions, the Municipal Office representatives identified the general lack of knowledge of public support opportunities among local entrepreneurs, especially regarding the support on the national level in form of financial compensations. As a result, actions were taken to develop a “manual” devoted to these issues, which could be freely disseminated among local entrepreneurs. The other important issue was the lack of promotional tools and sales channels of the local entrepreneurs who had to quickly adapt to the new market reality. To accelerate the change and reduce the negative effects of</p>

	<p>such, the idea of preparation of a dedicated webpage (as a part of the Municipal Office domain) has been proposed.</p> <p>Naturally, these solutions had an open form – every interested entrepreneur could use opportunities mentioned above or completely resign in doing so (see: Support).</p> <p>It should be highlighted, that Municipal Office has implemented other countermeasures supporting local entrepreneurs. The list of additional activities included:</p> <ul style="list-style-type: none"> • the establishment of “mobile marketplace” • co-financing of COVID19 testing process (described more in-depth in a separate case study from Grodzisk Mazowiecki) • local taxes and rental exemptions for companies • dissemination of protective masks for clients and employees of the local stores • Adaptation of small sale points of vegetables to continuously operate under the new rules of health protection. (these solutions were implemented by various municipalities, presented in other case studies). <p><u>Stage 3. Support</u></p> <p>a) Dissemination of information about the local entrepreneurs offer through Municipal Office webpage.</p> <p>As a part of the official Municipal Office webpage domain, a separate webpage “Communicates from companies” was created (https://biznes.grodzisk.pl/category/komunikaty-firm/). The tool was designed in the most convenient form enabling the companies to publish short information to their customers. Most of the time, this information was their current offer and the delivery/services functioning. It is important to note, that the mechanism of publication has been simplified to the maximum. The aforementioned webpage has been supplemented by an online form (“Add communicate”) on a separate web-page (https://biznes.grodzisk.pl/dodaj-komunikat), to be filled by the company. After submission and fast acceptance by the Municipal Office the communicates was finally published public. Also, each communicate was followed by Municipal Office social media under the action “# Wspieraj lokalnie” (“Support locally”).</p> <p>b) Advisory on public funding opportunities for the local companies</p> <p>The scope of this support included preparation of “Manual for entrepreneur during the COVID19”, presenting the precise list of funding opportunities detailed instructions on how to apply for them. This manual turned out to be exceptionally handy for the financial support frameworks of national programs dedicated to companies affected by COVID19. The Manual was distributed through the official Municipal Office webpage (https://grodzisk.pl/2020/04/poradnik-dla-przedsiębiorcy) and social media. To ensure adequate quality and reliability of the manual, the task of its elaboration has been assigned to a professional lawyer hired for that task by the Municipal Office.</p> <p><u>Stage 4. Evaluation</u></p> <p>The formal evaluation process has not been conducted. However, the webpage is still functioning, it includes offer descriptions from 12 local entrepreneurs (https://biznes.grodzisk.pl/category/komunikaty-firm/). The number of beneficiaries of the Manual has not been precisely estimated.</p>
<p>Expected result(s)</p>	<p><u>Initiative / tool organization dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • Strengthening the relationships with the local entrepreneurs • Supporting the local entrepreneur’s needs (market communication) • Improved access to public funding and support opportunities • Information about the Manual two weeks before planned publication – building trust for Municipal Office actions <p>The very beginning of the COVID19 pandemic was the most difficult for the small companies due to the lack of high-quality information enabling entrepreneurs to</p>

	<p>plan their market operations. This communication fuss and knowledge gap burdened the Municipal Office, constantly receiving a significant number of similar enquires. The publication of the Manual solved these issues, both for Municipality and its companies.</p> <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • Economic effects for supported micro–companies, in particular as a result of maintaining their income on a steady level • Improvement of entrepreneurs awareness of public funding opportunities • Maintenance of communication between companies and their customers during COVID19
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Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ◦ Basic office infrastructure • Technology: <ul style="list-style-type: none"> ◦ Basic ICT infrastructure (telephone, e-mail, computer with the internet access)
	<p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ◦ Organizational skills and a proper awareness of local relations ◦ Communication skills, enabling efficient day-to-day communication with companies representatives ◦ Regarding the Manual – professional backup, an expert hired for this task by the Municipal Office • Procedures: <ul style="list-style-type: none"> ◦ Not necessary – the initiative did not required any formal decisions
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Operational costs of two employees (lawyer – approx. 10 working days, IT specialist – approx. 5 working days) • Additional workload for current employees of the Municipality (especially for the time of creating a solution) <p>Amount of costs to be financed (in EUR):</p> <ul style="list-style-type: none"> • No external cost - all costs have been covered in the framework of operational costs of Municipal Office.
	<ul style="list-style-type: none"> • Proactive approach of Municipal Office representatives and will to make an additional effort to change things for the better from the very beginning of the pandemic • The process of the local companies needs identification has a continuous character. This factor along with the high level of accessibility of Municipal Office representatives ensured fast, accurate and relevant support for entrepreneurs.
Key success factors:	

Key challenges:	<ul style="list-style-type: none"> Not identified – all activities were implemented on the basis of already existing, mutual cooperation between local stakeholders and the decision makers.
Impact on regional economy (general description)	<ul style="list-style-type: none"> The described initiatives had a positive impact for approx. 30 local companies

Attachment:

Submission form for the entrepreneur's communicate (<https://biznes.grodzisk.pl/category/komunikaty-firm>).

The screenshot shows a web browser window with the URL biznes.grodzisk.pl/dodaj-komunikat/. The page title is 'Dodaj nowy komunikat'. The form contains the following fields:

- Imię (First Name)
- Nazwisko (Surname)
- Tytuł (Title)
- E-mail
- Telefon (Telephone)
- Treść komunikatu (Message content) - a large text area

On the right side, there is a sidebar with the logo of 'Gmina Grodzisk Mazowiecki' and the text 'Gmina Grodzisk Mazowiecki' and 'Urząd Gminy, ul. Rynek 1, 05-110 Grodzisk Mazowiecki'.



Buy the flower

Reception of chrysanthemums

Country name:		Poland
Region:		Mazovia Region
City:		Chorzele, Łochów
Public organisation responsible for the initiative	National language	Urząd Miasta Chorzele, Urząd Miasta Łochów
	English	City Hall of Chorzele, City Hall of Łochów
Department (if any)		n/a
Address:		n/a
Webpage:		https://www.arimr.gov.pl/aktualnosci/artykuly/pomoc-dla-posiadaczy-chryzantem-najwazniejsze-informacje.html

Initiative description

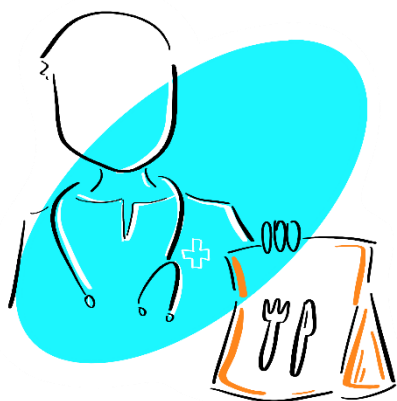
Title:	Buy the flower/Reception of chrysanthemums
Features of group/s of beneficiaries	<ul style="list-style-type: none"> Small and medium enterprises – local producers of potted flowers chrysanthemums.
Initiative / tool objective	<ul style="list-style-type: none"> Implement rapid support for SME that faced new national regulation forbidding visiting cemeteries on All Saints' Day (1 of November) so flower producers couldn't sell their dedicated flower production.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>The presented case study was initiated in many places in Mazovia Region and Poland, since the problem was common on a national scale - caused by national regulations publicly presented and implemented 2 days before festive. Polish Government has announced the closing of cemeteries for the period from 30 October to the 2nd of November. As result, the micro and small companies, conducting their business activity as deliverers of flowers and candles traditionally sold at cemeteries areas, has been confronted with an issue of the stocked products without market. Companies could not prepare themselves to react to this new reality, in many cases they would go bankrupt.</p> <p>The first reaction to this situation was noted in the City Halls that decided to buy flowers from local entrepreneurs. In the spill-over process, this sparked a positive reaction from local inhabitants, that joined the cause and started to purchase flowers. Finally, the National Agency of Rural Area Restructuration (later: Agency) decided to reimburse expenditures that cities and local public bodies (NGOs, public culture institutions). Within Public4SME project scenarios from two cities are described as more in-depth.</p> <p>According to the interviews with the two Mazovian Cities (Łochów and Chorzele), City Halls were the first to react to this crisis. In Chorzele, the finance for doing so was secured in the</p>

	<p>City budget, in Łochów case the city has operated the whole action from the start with the additional reimbursement from National Budget later on.</p> <p>In both cases the process was conducted as follow:</p> <p><u>Step 1: Analysis</u></p> <p>Each City Hall started collecting information on how many companies from the city needs support and what would be the funding options for them. In the Łochów case, that data was sent to Agency to secure funding from their resources. Finally, the local analysis was a key input to start the decision process and secure proper funds for support.</p> <p>The data collection were done by interviewing the companies, mostly with a phone call.</p> <p><u>Step 2: Decision-making process</u></p> <p>The formal process defined in public law (national, local) leaded to the decision to finance purchasing flowers from local companies (place of the registry). In the Łochów case that was Agency decision, in Chorzele it was a direct decision of the Mayor of the City.</p> <p><u>Step 3: Purchasing and arrange</u></p> <p>In both cases, purchased flowers were used to make the city space more attractive. It was used in public squares, near monuments, houses, roads. In the Chorzele case, the process of decorating the city was led by a public unit - Municipal and Housing Management.</p> <p>In the case of Chorzele city, there was only one local company selling flowers from whom the flowers were bought. Sometimes, in other cities, such actions were not started because flowers distribution at the local cemeteries was organized by companies from other cities.</p> <p>Most importantly, the whole process of purchasing the flowers was a quick reaction of a public institution to a unique problem that companies faced. This case can be used when dealing with dynamic changes on market, for example, in a situation where the decision to cancel a public event left the partner companies with participatory costs with no perspective for any return.</p>
Expected result(s)	<p><u>Initiative / tool organization dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • Implementation of the initiative that swiftly reacts to a sudden problem of the local companies that invested their resources on a rational basis and was left without any possibility of adaptation. This case study describes how to make it possible as a public procedure. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • Closed cemeteries (national level decision to stop the further spread of SARS-CoV-2) resulted in many entrepreneurs losing their chance to generate return from investment with a rational business model and strictly scheduled strategy. This case study is expected to facilitate the quick, short operations to swiftly support the smallest, local companies.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • <u>High</u> – the initiative / tool can be transferred without fulfilment of demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • <u>High</u> – the initiative / tool can be transferred without fulfilment of demanding requirements by adopting organization

Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ◦ Regular office space of a public institution • Technology: <ul style="list-style-type: none"> ◦ n/a
	<p>Knowledge:</p> <ul style="list-style-type: none"> • Competences of implementing team: <ul style="list-style-type: none"> ◦ Ability to communicate with companies. • Procedures: <ul style="list-style-type: none"> ◦ Template of the necessary documents. ◦ Internal procedures related to agreements and public procedures.
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Cost of purchasing flowers. <p>Amount of costs to be financed (in EUR):</p> <ul style="list-style-type: none"> • n/a (depends of many aspects e.g. amount of companies, expecting income).
Key success factors:	<ul style="list-style-type: none"> • Quick reaction to the crisis. • Will to act and readiness for mistakes.
Key challenges:	<ul style="list-style-type: none"> • Contacting the local entrepreneurs. Obtaining a full list is not that difficult, it is available as a list of companies that rented dedicated space at the front of cemeteries for selling purpose. The problem is that these lists are often incomplete with data, especially direct contact information.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Small, mainly focused on strengthening local engagement capacity and readiness to support local entrepreneurs and common people.



Meal for the Medic

Country name:		Poland
Region:		Mazovia Region
City:		Łomianki
Public organisation responsible for the initiative	National language	Urząd Miejski w Łomiankach, Stowarzyszenie Mieszkańcy Łomianek
	English	Łomianki City Hall, „Mieszkańcy Łomianek” Association
Department (if any)		n/a
Address:		2 Malarska Str. 05-092 Łomianki
Webpage:		n/a

Initiative description

Title:	Meal for the medic
Features of group/s of beneficiaries	<ul style="list-style-type: none"> Small and medium enterprises from Łomianki City operating and restaurants and meet delivery. Companies respecting formal regulations regarding serving meals take away during COVID pandemic times.
Initiative / tool objective	<ul style="list-style-type: none"> General goal of the initiative was to support local companies losing clients during lock down and engage them in a local social actions. Secondary goal was to focus social support public intervention mechanisms on business and connect existing formal social mechanisms with business needs.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>The presented initiative was implemented under formal national regulation that allows self-government organisations (e.g. Cities Hall) to finance small public initiatives implemented by local NGO. The general requirement was that every initiative should be financed as a formal public task, directly connected to local Social Programme or NGO Support Programme or other social formal document defined on a local level.</p> <p>In the Łomianki case, the presented initiative was financed by City Hall as a public task connected to the Cooperation Programme with NGO in the City, under formal application prepared by NGO.</p> <p>The programme covers priorities focused on social problems that are usually supported by NGOs on the local level e.g. poverty, household abuse, low access to the culture, education and sport. In the presented case the general goal was to support companies (that is not included in the aforementioned Cooperation Programme) was implemented through defining social goal ("Meals for medic" working in closest Hospital where Łomianki inhabitants are usually transferred if diagnosed positive for COVID and required hospital treatment) that can be executed by local enterprises.</p>

	<p>Formal regulations allowed financing public social initiatives, so delivery of the meals for medics was the general goal of the application that was prepared by the „Mieszkańcy Łomianek” Association. In the further description in the form, it was explained that under social contexts there are companies that will be invited to implement the expected distribution/delivery of the meals to the hospital (480 hot meals).</p> <p>The author of the application and an organizer of the initiative connected two separate goals (local inhabitants sense of security and economic support for local restaurants) in one process, and City Hall as a formal administrator of public funds operated to transfer public resources on a business site. Consequently, a public social-oriented tool was used as an instrument to obtain two integrated goals.</p> <p><u>Step 1 – local consultancies</u></p> <p>Objective: Define potential participants and users of the mechanisms.</p> <p>Scope of activities (activities description):</p> <p>Activities were dedicated to assessing how to deliver hot meals to the hospital. As there were strong restrictions regarding the functioning of the Hospital Emergency Department and meal delivery companies (restaurants) direct consultancies and feasibility study was necessary.</p> <p>The initiative started in November 2020 so at the end of the budget year and due to formal ruler and public funding must have been spent till the 10th of December, so there was a very short time for implementation and reporting costs.</p> <p>Through local consultancies, all potential institutions involved were aware of the difficulties and ready to operate in the shorter available time.</p> <p>During consultancies, there were a few entrepreneurs interested to participate in the action.</p> <p>Assessment Step was also dedicated to monitoring and in-deep study of formal procedure that was planned to use.</p> <p><u>Step 2 – formal application and procedure</u></p> <p>Objective: Receiving formal acceptance of the project and signing of the agreement.</p> <p>Scope of activities (activities description):</p> <p>Within the second Step, the aforementioned association prepared the application using forms defined as inappropriate regulation – SMALL GRANTS TOOL. Due to formal rules, the application was presented to the Major of the City, accepted and published in Public Journal for a minimum time (7 days) for potential objections from other public institutions in the City.</p> <p>The formal procedure was executed in the shortest available time (approx. 10 days) that allowed the Assassination to start an initiative in a short time.</p> <p>SMALL GRANTS TOOL rules:</p> <ol style="list-style-type: none"> 1. Time for implementation: 90 days 2. Max budget: 10 000 PLN (approx. 23 EURO) <p>The application form was available in the official Journal.</p> <p><u>Step 3 - implementation and reporting</u></p> <p>Objective: realization of the initiative, cooperation with companies and closing the initiative.</p> <p>Scope of activities (activities description):</p> <p>Implementation took a brief time taking into account the fact that reporting and closing the project was possible till 10 of December and an agreement between the Association and City Hall was signed at the end of November.</p> <p>The key activity in this Step was focused on communication with companies and organization of the meal delivery (formal aspects, restrictions, cooperation with shifts coordinators).</p> <p>Tiny time-window, high requirements/restrictions and the need to use special equipment for delivery was the cause, that only one company decided to participate in the action.</p>
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	<p>Consequently, all delivery was prepared and executed by direct cooperation between the Restaurant and Association.</p> <p>Closer analysis of the delivery processes showed that there were many unexpected problems e.g. forced waiting until freshly arrived ambulances with COVID patients left the entrance to the Hospital.</p> <p>After successful delivery Association had prepared a formal report and closed the project.</p> <p>The whole initiative was promoted by many local social media and city's daily newspapers.</p>
Expected result(s)	<p><u>Initiative / tool organization dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • Efficient implementation of social oriented public instrument created new possibility for future activities of the Association. • Possibility to generate spill-over effect of public funding. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • Possibility to generate value by closer cooperation with local NGO.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • <u>Medium</u> – the initiative / tool can be transferred with fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • <u>High</u> – the initiative / tool can be transferred without fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Not necessary • Technology: <ul style="list-style-type: none"> ○ n/a
	<p>Knowledge:</p> <ul style="list-style-type: none"> • Competences of implementing team members: <ul style="list-style-type: none"> ○ Ability to prepare formal applications for NGO ○ Ability to communicate with companies/communication skills. • Procedures: <ul style="list-style-type: none"> ○ Knowledge about formal regulation for NGO in the Country/Region ○ Knowledge about documents dedicated to cooperation of local administration with social institutions.
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Costs of work of the representative of the NGO (application administration, communication, monitoring, promotion) • Costs of the meals • Costs of mobility/delivery. • Costs of accounting. <p>Financial costs (in EUR):</p> <ul style="list-style-type: none"> • Meals and delivery (due to application) – 2100 Euro • Administration and promotion – 150 Euro • Accounting – 70 Euro
Key success factors:	<ul style="list-style-type: none"> • Active association with strong Leader ready to applicate for funding (using formal social instruments for business purpose)

	<ul style="list-style-type: none"> • Open administration that efficiently use time and possible financial resources for supporting local entrepreneurs.
Key challenges:	<ul style="list-style-type: none"> • Organization of delivery of food to Hospital in pandemic times (local problem). • Coordination in dynamically changing reality. • Local food prices.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Potential new path to use public resources for different purposes. • Creation of the Social Capital on local level with strong spill-over potential.



Electricity purchasing group

Country name:		Poland
Region:		Mazovia Region
City :		Warsaw
Public organisation responsible for the initiative	National language	Mazowiecka Agencja Energetyczna Sp. z o.o. (MAE)
	English	Mazovia Energy Agency Ltd.
Department (if any)		n/a
Address:		3 Bitwy Warszawskiej 1920 r. Str, 02-362 Warsaw
Webpage:		www.mae.com.pl

Initiative description

Title:	Electricity purchasing group
Features of group/s of beneficiaries	<ul style="list-style-type: none"> • Small and medium enterprises from Mazovia Region operating on a local level and using significant amount of energy (e.g. HORECA, small production). • Companies looking for stable and protected condition of energy purchasing.
Initiative / tool objective	<ul style="list-style-type: none"> • The main objective of the initiative is to guarantee a stable electricity price for entities participating in the purchasing group. • Creating conditions for safe purchase of electricity in the group and protection against monopolistic factors in the energy market. • Creating conditions for lowering energy prices through the purchase volume within a group of entities.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>The presented good practice is a project already implemented in the Mazowieckie Voivodeship for several years. Within its assumptions, it is mainly the organization of electricity purchasing groups for local government units (cities, communes). Due to their status as a public institution, each unit make purchases basing on the public procurement law. As in individual, such city or commune would have to negotiate the terms of purchase based on a small demand based on consumption for public purposes in one unit – which does not leave much space for the real negotiations process. Considering the weakness of such a solution, “Mazowiecka Agencja Energetyczna” (MAE) organizes purchasing groups, combining the needs of several units into one order, obtaining greater demand and greater purchase volume. This has a positive effect on the acquired terms of purchase (for the buyer), both in terms of the price and other terms and conditions (usually) in force for 2 years.</p> <p>As part of the offer, the Agency each time carries out a tender for the purchase of electricity for the entire group, and at the same time provides services related to the</p>

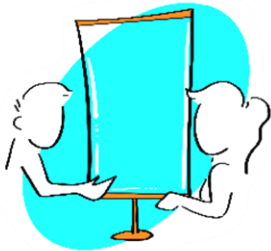
	<p>security of electricity supply and relations with the seller. These activities include:</p> <ul style="list-style-type: none"> - mediation with suppliers - analysis of electricity sales offers (retail, power exchanges) - market monitoring - energy audits related to the management of electricity consumption - acting as a client's representative towards suppliers - analysis of the law related to prosumer activity and electricity trading in Poland <p>Such constructed offer functions as a well-organized public mechanism, connecting the public company of the voivodeship self-government (MAE) and public units of local self-government.</p> <p>The Covid 19 pandemic created an opportunity to include economic entities interested in purchasing energy in larger quantities and secured by values resulting from participation in the group (MAE consulting and care, price stability, security related to the tendering procedure and the presence of public entities).</p> <p>As part of the offer for the construction of purchasing groups, SMEs and large business entities were invited to participate. Their participation is possible when they are able to determine the demand for electricity in the long run. The conditions for participation are:</p> <ul style="list-style-type: none"> - having the legal right to purchase energy for their facilities, - providing copies of invoices for the sale and supply of energy for the last 12 months (or a list of consumption points with the energy volume) and a copy of the current contract for the sale and supply of energy with the current supplier. <p>The activities of MAE are based on the current analysis of the law related to the production and distribution of energy and public procurement law. For services related to the organization of purchasing groups, MAE charges additional fees, either in a specific amount or expressed in% savings from the purchase of electricity.</p> <p>The implementation of the task in the form of the organization of purchasing groups requires a process comprising three main elements:</p> <p><u>Stage 1: organisation of the local operator and substantive resources to handle the task:</u></p> <p>It is necessary to indicate the entity that will act as a representative of the purchasing group in relation to bidders participating in tenders. This institution (e.g. a public utility company or a private company) must have specific working resources:</p> <ul style="list-style-type: none"> - templates of contracts with public entities and enterprises, - tender templates, - constructed variants of services, - specific mechanisms for managing purchasing groups (creating, formally formulating, implementing arrangements, monitoring). <p><u>Stage 2: organisation of purchasing groups:</u></p> <p>Based on the prepared tools, the entity organizes a purchasing group informing public units and enterprises based on the available communication tools (websites, media, individual meetings). An organized and formally established group generates data for announcing and conducting a tender for the purchase of electricity. The conducted tender results in signing a contract for the supply of electricity to group members.</p> <p><u>Stage 3: monitoring of purchasing groups and their support:</u></p> <p>The signed contract for supplying energy to the group begins a 2-year period in which the entity monitors the contract and responds to the needs of customers - group members. In the event of formal or technical problems related to the implementation of the contract, he represents the members of the group through the supplier, engages legal assistance, conducts mediation and analyses.</p>
Expected result(s)	<u>Initiative / tool organization dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u>

	<ul style="list-style-type: none"> Effective management of electricity supplied to entities within the group, including enterprises <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> Reducing the risk of participating SMEs by networking them with a market significant customers in the context of energy purchasing, such as local government units
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Transferability

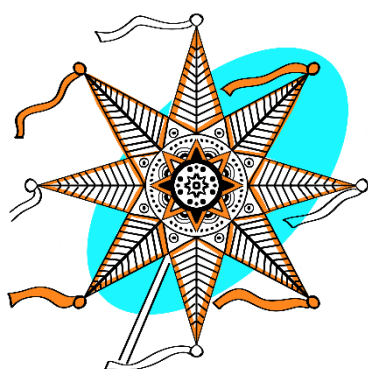
Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> <u>Medium</u> – the initiative / tool can be transferred with fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> <u>Medium</u> – the initiative / tool can be transferred with fulfilment of some demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> Offices: <ul style="list-style-type: none"> Office on local level with possibility to conduct personal meetings. Technology: <ul style="list-style-type: none"> n/a
	<p>Knowledge:</p> <ul style="list-style-type: none"> Competencies of members of implementing team: <ul style="list-style-type: none"> Ability to analyse and interpret state law Ability to communicate with companies Ability to create a synergy of the cooperated institution and companies Knowledge about formal regulation related to energy production and distribution Knowledge about documents regulated public procurement Procedures: <ul style="list-style-type: none"> Template of the necessary documents Internal procedures related to agreements and public procurements
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> Stuff costs of the agency Stuff costs of specialists and experts Administration costs of procedures (if necessary) <p>Amount of costs to be financed (in EUR):</p> <ul style="list-style-type: none"> n/a (depends of many aspects e.g. size of the group, time, market conditions).
Key success factors:	<ul style="list-style-type: none"> Ability to show values from cooperation (social capital) Market situation creating uncertainty of the energy prices Success stories
Key challenges:	<ul style="list-style-type: none"> Obtain high scale of energy demand of the group
Impact on regional economy (general description)	<ul style="list-style-type: none"> Efficient approach in energy purchasing market with lower risk connected to unexpected market incentives affecting energy prices Stronger local communities secured in energy with predictable prices

Case Studies – Ukraine



Case study list:

1. Sale of farm products on the central square of Lviv during Christmas fair.
2. Drohobych buys at home – Local business support.
3. Tourism Development Plan in the Lviv Region (2021-2023).
4. Project - Made in Karpaty support small business mountainous regions in countering the effects of the pandemic COVID-19.
5. Consultations and practical trainings for small business of Lviv.



Sale of farm products on the central square of Lviv during Christmas fair

Country name:		Ukraine
Region:		Lviv
City :		Lviv
Public organisation responsible for the initiative	National language	Львівська Міська Рада Сільськогосподарський кооператив «Фермерська родина»
	English	Lviv City Council Agricultural cooperative "Farmer's Family"
Department (if any)		
Address:		Rynok sq, 1, Lviv, Ukraine, 79008
Webpage:		https://www.facebook.com/groups/724003411799627 https://www.facebook.com/farm2you.com.ua

Initiative description

Title:	Sale of farm products on the central square of Lviv during Christmas fair
Features of group/s of beneficiaries	<ul style="list-style-type: none"> Small and medium enterprises – local products and producers
Initiative / tool objective	<ul style="list-style-type: none"> Support local farmers in the promotion and sale of their products during pandemic. Facilitate residents and tourists of the city in buying delicious and healthy regional food.
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Stage 1. Consultations with farmers and the city council</u></p> <p>Traditionally, during the Christmas holidays in Lviv, similarly to the other European cities, Christmas fairs are an important event for the local community. Before the COVID-19 pandemic, they were held in the city centre on the alley near the Opera House and the main square of Lviv.</p> <p>Lviv Christmas Fair is the highlight of winter Lviv, which attracts about 300 thousand tourists each year. Traditionally, many tourists from abroad and other regions of Ukraine came to Lviv throughout January, especially from the central, eastern, and southern regions. Tourists were attracted by the opportunity to witness the national traditions of celebrating Christmas and taste the gourmet dishes of national cuisine.</p> <p>As the government of Ukraine introduced more strict restrictions from January 8 to 24, 2021, it became impossible to hold the fair in the previous format. However, trade-in products were allowed. Due to quarantine restrictions, it has become more difficult for farmers to sell their products, as restaurants and cafes had ceased to operate and farmers had limited access to large retail chains.</p>

	<p>To face new difficulties considering the traditions and basic needs of entrepreneurs, it was decided to hold a Christmas fair in 2021.</p> <p>This fair was held in compliance with quarantine requirements:</p> <ul style="list-style-type: none"> - Wooden sheds were placed at a distance of one and a half meters from each other. - All marketplaces were equipped with antiseptics and personal protection ware. <p>For the needs of local farmers, the Lviv City Council has allocated an additional area in the central square of the city near the City Hall, free of charge. The agricultural cooperative "Farmer's Family" provided continuous communication with the regional farmers.</p> <p>More than 40 farmers have confirmed their interest in participating in the organisation of sales at the fair of regional food.</p> <p><u>Stage 2. Hosting a food Christmas fair on Rynok Square - the central square of the city</u></p> <p>Before the opening, the promotional campaign in many publications and media was launched. Through storytelling, the event was an excursion into the history of the city 100 years ago, when such fairs were attended by masses travelling to Lviv in carts drawn by horses.</p> <p>The fair was opened by the mayor with a limited number of celebrities invited, food tastings and information booklets (also available digitally to download). The traditional lottery was held among both tourists and online visitors.</p> <p>Every day of the fair was streamed live and displayed on Facebook pages in the form of posts and photos with purchases. An important factor was the presence of well-known public figures in Lviv.</p> <p>This mixed technique had become not only an important sales channel for local farmers but also a tool to generate positive emotions and faith in finding alternative solutions during the national struggle with COVID-19. On the last day of the fair, the farmers who were the most active were awarded a special prize.</p> <p><u>Stage 3. Evaluation of the results and planning next actions</u></p> <p>During the Christmas fair, visitors were asked whether they would like to continue buying local farmers products after the event. The results of the survey showed that city residents are interested in the continuous purchase of natural quality products from regional farmers, which creates a new opportunity for the City to introduce in the future.</p> <p>The perfect organisation according to the COVID-19 restrictions and strategic decisions towards local farmers proved to be successful. The fair got positive feedback from the locals and tourists. Basing on these experiences, similar fairs will be held in the future, not only in the city centre but also in other areas of the city.</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organisation?):</u></p> <ul style="list-style-type: none"> • increase the tourist interest and recognition of the Lviv • greater recognition of producers of farm products • involvement of new local producers in the Agricultural Cooperative "Farmer's Family" <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> - increase the market for farm products - increase in budget revenues from market participants - maintain the number of workplaces - increase the tourist interest and recognition of the Lviv

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • <u>High</u> – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • <u>High</u> – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Basic office infrastructure • Technology: <ul style="list-style-type: none"> ○ Providing promotion in the different media sources ○ Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection)
	<p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ○ Ability to communicate with companies and others stakeholders in agriculture • Procedures: <ul style="list-style-type: none"> ○ Obtaining permits for trade in the city centre on the square ○ Internal procedures related to agreements and public procedures
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • The initiative did not require additional costs from the local budget, logistics of food delivery was provided by local farmers
Key success factors:	<ul style="list-style-type: none"> • Effective cooperation between business, government and NGOs • Credibility of local public administration • Promotion of this event in different media sources • Observance of safety measures
Key challenges:	<ul style="list-style-type: none"> • Adherence to the principle of fair competition, for example, development of procedures for granting access to farmers to participate in the fair
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Increasing the market and general income of local farmers • Development of local food brands • Increase in revenues to the local budget



“Drohobych buys at home” Local business support

Country name:		Ukraine
Region:		Lviv
City :		Drohobych
Public organisation responsible for the initiative	National language	Дрогобицька Міська Рада
	English	Drohobych City Council
Department (if any)		
Address:		Rynok sq,1, Drohobych, Ukraine, 82100
Webpage:		https://drohobych-rada.gov.ua/

Initiative description

Title:	“Drohobych buys at home” Local business support
Features of group/s of beneficiaries	<ul style="list-style-type: none"> • small and medium business companies in Drohobych • city residents
Initiative / tool objective	<ul style="list-style-type: none"> • to preserve the steady level of income and a number of workplaces in a local small and medium-sized businesses, which were subject to restrictions during the lockdown
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Step 1. Preparation of the #Drohobycz buys at home by Drohobych City Council</u> The city of Drohobych has one of the highest levels of digital services for its residents. The Internet portal of Drohobych City Council is visited by about one hundred thousand unique users a month. Due to the COVID-19 outbreak, the idea arose to use this portal as a local business promotion support tool. All sides are beneficial since local companies have a lion's share as a taxpayer to the local budget. For this task, the additional webpage section was created where entrepreneurs are offered to post information about their companies, products, and services on the Internet portal of Drohobych City Council in the special section "“Дрогобич купує вдома” (#Drohobych buys at home)."</p> <p><u>Step 2. Collection of information and proposals from entrepreneurs</u> Entrepreneurs are invited to apply for placement on the portal of the city council. The application must indicate the following information: - Photo of the institution - Name of the institution - Working days and hours - Address - Contact phone - Website (if available)</p>

	<ul style="list-style-type: none"> - Links in social media (if available) - Short presentation text (1-2 paragraphs) - List of goods and services with prices <p>To disseminate the information about the new functionality of the portal among the city's entrepreneurs, the local media were involved, as well as special events were organized on the social media (official Facebook page of the Drohobych City Council), during which entrepreneurs were invited to explain the details of their offer and to promote their products and services.</p> <p>Step 3. Implementation of the action Information from entrepreneurs is posted on the Internet portal of Drohobych City Council in the special section "#Дрогобичкупуювдома" (Drohobych buys at home). The City Council also promotes certain offers and other events held by the business.</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • improving the city government's relations with local businesses, increasing the responsibility of local communities and leaders for the economic condition of the city and its residents • supporting the local economy during the crisis, which has a significant effect on the employment rates, quality of the product services and general income of the city <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • keeping the sales on a steady level during COVID-19 for the local small and medium companies • better knowledge of the local goods and services for residents

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • <u>Medium</u> – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • <u>High</u> – the initiative / tool can be transferred without fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Basic office infrastructure • Technology: <ul style="list-style-type: none"> ○ Electronic system / Register of leased municipal property ○ Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection) <p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ○ Communication skills, workforce capacity enabling efficient every day communication with representatives of the companies • Procedures: <ul style="list-style-type: none"> ○ Internal procedures regarding the rules of publications on the portal of the city council (mostly IT security)

	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> Local budget expenses for additional allowance of the city council employee who is responsible for creating and filling the content of the council portal
Key success factors:	<ul style="list-style-type: none"> Convincing the entrepreneurs that joining this campaign will be beneficial for their business
Key challenges:	<ul style="list-style-type: none"> Not identified – all the implemented activities are based on the already existing cooperation between key local actors and the decisionmakers
Impact on regional economy (general description)	<ul style="list-style-type: none"> More than 10 local businesses posted their proposals on the city council portal and this helped them increase their revenues The action had a positive effect and continued after the first lockdown. Also, the action brought attention of the tourists and residents of other cities of Ukraine whom became more interested in the local business goods



Tourism Development Plan in the Lviv Region (2021-2023)

Country name:		Ukraine
Region:		Lviv
City :		Lviv
Public organisation responsible for the initiative	National language	Львівська обласна адміністрація
	English	Lviv Regional State Administration
Department (if any)		The Tourism and Resorts Department
Address:		Vynnychenka str, 18, Lviv, Ukraine, 79008, Львів,
Webpage:		https://loda.gov.ua/upravlinnya_turyzmu_ta_kurortiv

Initiative description

Title:	Tourism Development Plan in the Lviv Region (2021-2023)
Features of group/s of beneficiaries (if group/s of beneficiaries) / features of beneficiary (if one beneficiary) – e.g. branch, localisation, size...	<ul style="list-style-type: none"> business entities in the field of tourism and resorts engaged in economic activities for temporary accommodation, food preparation and other tourist services governing bodies of territorial communities of the region
Initiative / tool objective	<ul style="list-style-type: none"> development and implementation of measures for sustainable development of tourism and resorts in the region, strengthening the tourist attractiveness of the region, the formation of a positive image of the Lviv region in Ukraine and abroad. ensuring the growth of tourist flow, which, in turn, will ensure the socio-economic development of communities, increase revenues to local budgets, reduce unemployment, preserve natural resources, raise historical and cultural potential, as well as increase the investment attractiveness of the region above mentioned objectives support the objective of recovery of the local economy after COVID19 slowdown, throughout building of capacity of local companies to delivery of services, required by tourist expected after COVID19 pandemic.
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Stage 1.</u></p> <p><u>Objective:</u> Formation of a positive image of the Lviv region as a tourist and resort destination</p> <p><u>Scope of activities:</u></p> <ul style="list-style-type: none"> Development and implementation of comprehensive information and

	<p>promotional campaigns</p> <ul style="list-style-type: none"> • Development and implementation of comprehensive digital marketing measures to promote the Lviv region and its tourism products in international and domestic markets • Organisation of business and tourist attractive measures for sustainable development of tourism, resorts, and recreation in the region • Organisation of training for representatives of the hospitality industry, representatives of the tourist and recreational complex, rural and green tourism, guides, guides-translators, mountain guides, guides, etc. • Improving the safety of tourists, by considering the limitations due to the Covid-19 and the need to develop green tourism. <p><u>Stage 2.</u></p> <p><u>Objective:</u> Development and modernization of tourist hotspots and their infrastructure</p> <p><u>Scope of activities:</u></p> <ul style="list-style-type: none"> • Creation and improvement of information, navigation, tourism and recreational infrastructure (tourist information centres, information stands, billboards, navigation to tourist attractions in the city, town, village, natural and protected areas • Development of infrastructure at key tourist and recreational spots (sanitary zones, campsites, cycling infrastructure, etc.) • Comprehensive analytical research of tourism in the region • Accounting for natural and healing resources of the Lviv region • Development of interactive tourist offers <p><u>Stage 3.</u></p> <p><u>Objective:</u> Implementation of measures for the development of tourist and recreational potential of territorial communities of the region</p> <p><u>Scope of activities:</u></p> <ul style="list-style-type: none"> • Development of strategic documents and road maps for the development of tourist, resort, and recreational potential of territorial communities of the region with the involvement of experts • Implementation of developmental tourist and recreational projects defined by strategic documents for local communities <p><u>Stage 4</u></p> <p><u>Objective:</u> Support for the project's implementation aimed at increasing the tourist attractiveness and improving the image of the Lviv region in Ukraine and abroad (involving small territorial communities, state, and local budgets)</p> <p><u>Scope of activities:</u></p> <ul style="list-style-type: none"> • Launching of investment projects in the field of tourism at the expense of communities, businesses, and donors • Co-financing of the project "The world of Carpathian rosettes - activities for preserving the cultural uniqueness of the Carpathian Culture", funded by the Cross-Border Cooperation Program PL-BY-UA 2014-2020 • Co-financing of the project "VeloBeskids: development of pedestrian-trekking and cycling infrastructure, construction of a lookout tower in the region of Truskavets - Oriv - Boryslav - Skhidnytsia", funded by the State Fund for Rural Development • Co-financing of the project "Velokarpatia: development of infrastructure for cycling tourism in Lviv region", funded by the sectoral support program • Co-financing of the project "Restoration of the architectural monument of the Art Museum of M. Bilas (villa "Goplyana ") on Kobzar Square in Truskavets, Lviv region", funded by the sector support program.
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Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> Increasing the popularity of the Lviv region as a safe tourist destination, improving and diversifying the tourist offers of the region by 50%; Improvement of tourist and resort infrastructure; Improving the awareness of tourists, local governments, and investors about the medical and health resources of the region. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> Increasing the number of HoReCa customers by increasing domestic tourism Increase in budget revenues from market participants involved in the creative economy by 30%; Increasing the number of employed people in the field of tourism, resorts, and recreation by 40%. Increase of information and navigation infrastructure by 30%; Increase in tourist flows to the region by 40%;
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Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> <u>Medium</u> – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation.
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> Offices: <ul style="list-style-type: none"> Basic office infrastructure Technology: <ul style="list-style-type: none"> Electronic system / Register of leased municipal property Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection)
	<p>Knowledge:</p> <ul style="list-style-type: none"> Competencies of members of implementing team: <ul style="list-style-type: none"> Ability to maintain efficient dialogue with companies and others stakeholders in a tourism field Procedures: <ul style="list-style-type: none"> Template of the necessary documents. Internal procedures related to agreements and public procedures.
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> Local budget expenses for 2021 year 3 million UAH (approx. 1 million EUR)
Key success factors:	<ul style="list-style-type: none"> Effective cooperation between business, government, and NGOs Credibility of local public administration Availability of reliable data on tourist flows. High level of international and interregional cooperation in the field of tourism and resorts.
Key challenges:	<ul style="list-style-type: none"> Achieving a high level of cooperation between the public and private sectors, providing plans with financial resources

<p>Impact on regional economy (general description)</p>	<ul style="list-style-type: none"> • Development of creative economy and potential of culture heritage. Tourism as a stimulant for the recovery of economic activity of communities. Development of small and medium business in touristic sectors most affected by COVID-19, is expected to restore workplaces, reduce the outflow of personnel abroad and satisfy the demand of tourists for the cultural heritage and traditions of the region.
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Project “Made in Karpaty: Support small business mountainous regions in countering the effects of the pandemic COVID-19.

Country name:		Ukraine
Region:		The Carpathian region of Ukraine
City :		Lviv
Public organisation responsible for the initiative	National language	Асоціація органів місцевого самоврядування «Єврорегіон Карпати-Україна».
	English	Association of local governments "Carpathian Euroregion Ukraine" (Lviv, Zakarpattia, Ivano-Frankivsk, and Chernivtsi)
Department (if any)		-
Address:		вул. Винниченка, 12 м. Львів, 79008 м. Ужгород, пл. Народна, 4, к. 518, 88008
Webpage:		https://ekarpaty.com/ https://www.facebook.com/madeinkarpaty.shop

Initiative description

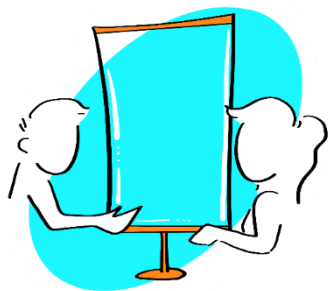
Title:	Project “Made in Karpaty: Support small business mountainous regions in countering the effects of the pandemic COVID-19
Features of group/s of beneficiaries	<ul style="list-style-type: none"> business entities - local producers of Lviv, Zakarpattia, Ivano-Frankivsk and Chernivtsi oblasts of Ukraine; small local producers and artisans of the Carpathian region in Ukraine
Initiative / tool objective	<ul style="list-style-type: none"> Support for initiatives of local Carpathian communities aimed at solving the problems of development of mountain areas. Creating an e-commerce tool that will allow producers to sell their products (including jewellery, clothing, ceramics, wood products, farm products, etc.) without visiting the point of sale by the customers Stimulating the development of small business and supporting local producers in the mountainous areas of the Ukrainian Carpathians. Consolidation of local Carpathian producers of authentic products on one site, To help small producers finding a way to market their products, especially in the context of the COVID-19 pandemic and to customers who are interested in high-quality authentic products
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Stage 1. Creating an Internet platform on Facebook</u></p> <p>To test the tools to support local producers, a social media was first created, since the costs are close to none (https://www.facebook.com/madeinkarpaty.shop/).</p> <p>To create this page well, it was needed:</p> <ul style="list-style-type: none"> conduct research on the target audience of the platform, develop a content strategy for the platform, agree on the marketing strategy of the platform.

	<p>After the creation of the page, a presentation of the platform was held for local producers in each region that joined the project. At this point it was important to establish direct communication with local business and get their feedback on interest in the Platform and the convenience of the services offered.</p> <p><u>Stage 2 Search for local producers in the Carpathian region and filling the platform</u> Activities description:</p> <ul style="list-style-type: none"> • Development and distribution of the registration form of the manufacturer of the platform "Made in Karpaty" • Creation of a database of traditional crafts and artisans of the Carpathian region • Development and implementation of comprehensive digital marketing measures to promote the platform "Made in Karpaty" to attract more producers and buyers • Organization of business and promotional events, including appearances on radio and television • Filling the information platform "Made in Karpaty" with information about products made in the Carpathians, promotional materials about crafts, products, culture, tourist offers of the region, etc. • Conducting a series of training for artisans (small businesses and those who are not registered) (regarding registration, management, accounting and taxation, advertising of own product, etc.) <p><u>Stage 3 Creation of a cluster of artisans of the Carpathian region "Made in Karpaty"</u> At this stage, a project application "Carpathian Regional Development Network 2.0" was submitted for the national competition of the sectoral program, which is implemented in Ukraine with the support of the European Union. This large network project has received support under this competition and will be implemented in 2021-2022. One of the components of this project is the creation of a cluster of artisans of the Carpathian region "Made in Karpaty".</p> <p>The project provides:</p> <ul style="list-style-type: none"> • Creating a database of traditional crafts and artisans of the Carpathian region • Development of a business plan for the cluster of artisans of the Carpathian region "Made in Karpaty" • Filling the information platform "Made in Karpaty" with information about products made in the Carpathians, promotional materials about crafts, products, culture, tourist offers of the region, etc. • Study visits Poland to get acquainted with the practices of local producers clusters and online sales platforms • Arrangement of 4 coordination centres of the cluster in the regions • Conducting a cycle of training for artisans (small businesses and those who are not registered) (regarding registration, management, accounting and taxation, advertising of own product, etc.) • Microgrant competitions for (1) training and consulting support for business entities; (2) obtaining equipment for use on preferential terms <p>One of the important results should be the creation of a full-fledged portal http://madeinkarpaty.com/</p>
<p>Expected result(s)</p>	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • Development of institutional capacity of the Association of local governments "Carpathian Euroregion Ukraine" • Improving cooperation between local governments in the field of small business support <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • increasing the business activity of small businesses;

	<ul style="list-style-type: none"> • increase of incomes of local budgets of mountain regions; • creation of new jobs in traditional for the region of the Ukrainian Carpathians types of economic activity; • increasing the level of efficiency of financial and economic activities of enterprises; • formation of a competitive environment in local markets for the supply of goods from local producers; • slowing down labour migration.
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Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • <u>Medium</u> – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Basic office infrastructure • Technology: <ul style="list-style-type: none"> ○ Electronic system / Register of leased municipal property ○ Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection)
	<p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ○ Ability to communicate with companies and others stakeholders in area of small business • Procedures: <ul style="list-style-type: none"> ○ Template of the necessary documents ○ Internal procedures related to agreements and public procedures
	<p>Types (categories) of costs to be covered:</p> <p>Necessary funding from state and local budgets, as well as attracting grant funding.</p> <p>The amount of funding depends on the scale of the activities and the duration of the action.</p>
Key success factors:	<ul style="list-style-type: none"> • Effective cooperation between business, government and NGOs • High level of business activity of small businesses • Effective marketing strategy for platform development
Key challenges:	<ul style="list-style-type: none"> • Opportunity to attract grant funding to launch the campaign and show beneficiaries the practical benefits of the planned actions
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Development of small and medium business in the mountainous regions of Western Ukraine in the sectors most affected by COVID-19, • Creation of new jobs in economic activities and related sectors of the economy traditional for the region of the Ukrainian Carpathians, • Reduction of negative migration for labour,



Consultations and practical trainings for small business of Lviv

Country name:		Ukraine
Region:		Lviv
City :		Lviv
Public organisation responsible for the initiative	National language	Центр підтримки підприємництва Львівської міської ради (ЦПП ЛМР)
	English	Support Center for Entrepreneurship of Lviv City Council
Department (if any)		-
Address:		Rynok sq.1, Lviv, Ukraine, 79008
Webpage:		https://city-adm.lviv.ua/lmr/tsentr-pidtrymky-pidpryemnytstva https://www.facebook.com/cpp.lviv/

Initiative description

Title:	Consultations and practical trainings for small business of Lviv
Features of group/s of beneficiaries	<ul style="list-style-type: none"> representatives of small business in Lviv, special attention is paid to women, youth, and people who want to start a business
Initiative / tool objective	<ul style="list-style-type: none"> providing free qualified consultations for entrepreneurs and all other interested in business support programs, one-time assistance and business promotion via the Internet, etc. stimulation of entrepreneurial activity in the city, an increase of competitiveness of small and medium enterprises of Lviv, development of local producers creation of new businesses due to wider involvement of young people and women
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Stage 1. Defining the main target group of partners of the centre</u></p> <p>Since the beginning of the Covid-19 pandemic, the Centre has expanded its cooperation with business support organizations and educational institutions in the city of Lviv. On July 8, 2020, the city signed a Memorandum of Understanding and Partnership between the Fund for Entrepreneurship Development, the Office for Small and Medium Business Development, and seven partner banks (JSC Oschadbank, JSB Ukrgasbank, JSC Ukreximbank, JSC CB Privatbank). JSC "Kredobank", JSC JSCB "Lviv" and JSC "Raiffeisen Bank Aval" in the framework of the Program "Affordable Loans 5-7-9%". The Fund for Entrepreneurship Development (FED) oversees monitoring the implementation of the program in Ukraine to facilitate the access of micro and small businesses to bank lending. Therefore, the Memorandum provides for broad cooperation and coordination of actions in the implementation of existing and search for potential mechanisms to assist business entities, exchange information, and conduct an information campaign on financial support programs for economic entities.</p>

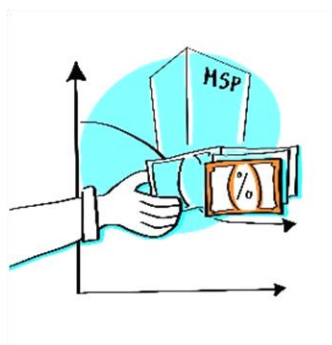
	<p><u>Stage 2. Organization of trainings and consultations</u></p> <p>In the fall of 2020, the Support Centre for Entrepreneurship of the Lviv City Council began conducting a series of consultations, trainings, and practical trainings for small businesses in Lviv on state financial support under Covid-19. A hotline 103 "Ambulance for Business" was set up, which received more than 1,000 calls during the Lockdown period.</p> <p>Webinars were held with the participation of well-known business coaches and experts:</p> <ul style="list-style-type: none"> • Strategy and crisis management (Pavlo Sheremeta) • How to organize effective remote work in the company (Orest Zub) • Features of service of the employment centre during quarantine (Oleg Risny) • Difficult questions about what to do for business (Vardkes Arzumanyan) • Lviv City Council and business. Cooperation and mutual assistance in quarantine (Serhiy Kiral) • How to keep the fighting spirit and not to give up (Anna Petrova) • Legal protection of business (Natalia Anokhina) • Details about the SME support program. Entrepreneurs Hotline (Victoria Dovzhik) • Quarantine agreement (Vladimir Pitsykevych) • Services from the city online (Valentina Bartoshik) <p>The main topic of legal advice:</p> <ul style="list-style-type: none"> • "On measures to support business entities for the period of quarantine" (DEC) from 27.03.2020 № 287 • "On amendments to the decision of the Executive Committee dated 27.03.2020 №287" DEC dated 13.04.2020 № 335 • "On measures to support business entities for the period of quarantine" decision of the city council from 28.04.2020 № 6464 • "On amendments to the decision of the city council of 15.12.2011 №1010" On approval of the rates of the single tax for natural persons-entrepreneurs engaged in economic activity "decision of the city council of 28.04.2020 № 6465 • "On amendments to the decision of the city council from 04.04.2019 № 4790" On approval of the Regulations on reimbursement of business entities from the city budget of Lviv part of the interest on loans "decision of the city council from 28.04.2020 № 6466 <p><u>Stage 3. Development of small business support tools in Lviv</u></p> <p>Creating an online platform for the promotion of Lviv producers in social media: Facebook and Instagram were the most popular among stakeholders</p> <p>Launch of the project "Social enterprises of Lviv" - Videos and promotional articles were shot for social enterprises. The creation of a cluster of social enterprises has begun.</p> <p>Considering the experience of the centre, proposals for activities under the Lviv Entrepreneurship Program in 2021 have been prepared.</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • adaptation of Lviv entrepreneurs to the condition of doing business in new pandemic conditions • increasing the competitiveness of small and medium-sized enterprises in Lviv in the post-covid economy • increasing the number of entrepreneurs among women and youth <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p>

	<ul style="list-style-type: none"> • obtaining useful information about opportunities for small and medium-sized businesses • more efficient use of available state financial support for SMEs • expertise and experience in modern methods of doing business and overcoming risks
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Transferability

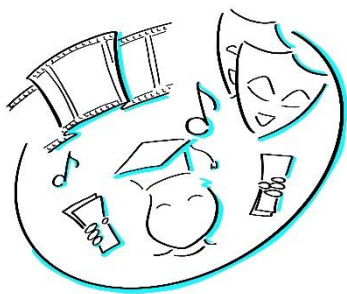
Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Necessary resources	Technical infrastructure: <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Basic office infrastructure • Technology: <ul style="list-style-type: none"> ○ Electronic system / Register of leased municipal property ○ Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection)
	Knowledge: <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ○ Ability to compromise with different participants in business processes ○ Ability to involve representatives of other state and local public institutions in business support activities • Procedures: <ul style="list-style-type: none"> ○ Template of the necessary documents. ○ Internal procedures related to agreements and public procedures.
	Types (categories) of costs to be covered: <ul style="list-style-type: none"> • Local budget expenses
Key success factors:	<ul style="list-style-type: none"> • Effective cooperation of business, government, and public organizations
Key challenges:	<ul style="list-style-type: none"> • Active participation of SME representatives in trainings, consultations, and programs of the Support Centre for Entrepreneurship of Lviv City Council. Development of business motivation to acquire new knowledge and skills
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Reducing the negative impact of COVID-19 on the local economy, saving jobs and local budget revenues from business activities

Case Studies – Slovakia



Case studies list:

1. City Gallery Exhibition.
2. Microcredit Loans.
3. SABIA-Online Driving School.
4. Tapped drugstore.
5. Business Incubator.
6. SOS grant.



City Gallery Exhibition

Country name:		Slovakia
Region:		East Slovakia region
City:		Prešov
Public organisation responsible for the initiative	National language	Stredná priemyselná škola elektrotechnická
	English	Secondary Technical School of Electrical Engineering
Department (if any)		School management
Address:		Plzenská 1, Prešov
Webpage:		www.spse-po.sk
Public organisation representative:		Director of the School

Initiative description

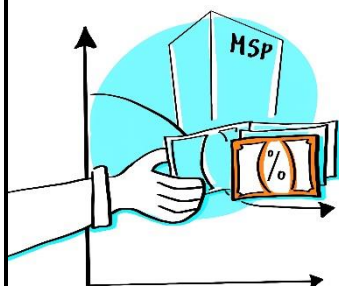
Title:	City Gallery Exhibition
Features of group/s of beneficiaries	Directly: cultural institutions – galleries, theatres. Indirectly: start-ups in culture sectors, small enterprises in culture, self-employed persons.
Initiative / tool objective	To support of small companies in cultural sector, that activities during pandemic time was limited, by continuous distribution of vouchers to be executed in the future.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>In the background of the initiative is regular activity of distribution of cultural vouchers between students of the Secondary Schools in Slovakia. Every year students have occasion to visit various cultural events organised by public institutions and private companies (concerts, cinemas and multiple other cultural events) using vouchers as paying method.</p> <p>In the City of Prešov, the main culture institution is The City Gallery - Caraffa's Prison Gallery that belongs to the City Park of Culture - an independent institution providing plenty of activities in the field of culture. During the COVID-19 pandemic, the Gallery remained open until the second wave, when it was suddenly closed. As there was many cultural events planned and list of booking dates had been prepared. Apart from closed cultural events vouchers stayed active and there was no obligation to returns their cost by culture companies.</p> <p>That model was multiplied in few cases related to different culture events.</p> <p>Event 1. Objective: Support for gallery exhibition. In October 202 the City Gallery prepared the new exhibition with the producer MILOHOS company for exhibition of well-known photographer Jan Saudek. The school purchased 550 tickets for this exhibition but due to the COVID-19 pandemic, students could not attend the full exhibition (only the first 2 groups).</p>

	<p>Despite that, the school donated back leftover tickets to the gallery without a financial return to support the art during the pandemic.</p> <p>Event 2. Objective: Support for English theatre. The condition of the cultural vouchers for students started to be even more insecure because of the further development of the pandemic. The school management decided to use the cultural vouchers to support the English Theatre Centre in Martin by purchasing future performances in English in a number of 600 vouchers. The Martin's English Theatre Centre is a small private SME and has prepared a new English performance "Jack and Joe", but due to the pandemic situation, it has not been allowed to play this performance traditionally.</p> <p>Event 3. Objective: Support for local theatre. In this stage, the Secondary school again provided further support to the local theatre – The Jonáš Záborský Theatre in Prešov, because this institution was closed during pandemic measures and all staff had to stay at home. The number of cultural vouchers which were provided to support them and another chance to take part in their theatrical performances, in this case, was more than 1 thousand.</p>
Expected result(s)	<p><u>Initiative / tool organization dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • The understanding of regional culture impact and the need to support it in a time of pandemic. • The school management prepared to organise the distribution of special vouchers. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • The measure will make it possible to support local cultural institution. • Significant support for cultural sector companies. • Significant support for regional culture.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ◦ Basic management steps. • Technology: <ul style="list-style-type: none"> ◦ ICT – emails or mobile phones. <p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ◦ Good knowledge of communication skills. • Procedures: <ul style="list-style-type: none"> ◦ Good knowledge of cultural infrastructure which needs support. ◦ Good knowledge of public funding expenditures for culture.

	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Vouchers <p>Amount of costs to be financed (in EUR):</p> <ul style="list-style-type: none"> • 2 800 Euro (costs of Vouchers in one turn).
Key success factors:	<ul style="list-style-type: none"> • Highly valuable solution for culture sector. • Well established subscription of future performances. • Zero risk in investing vouchers to small cultural companies. • Use of extra measure from public school.
Key challenges:	<ul style="list-style-type: none"> • Distribution of Vouchers for the events in pandemic time (closed schools).
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Support for cultural position and survival during pandemic time. • Expression of solidarity to local business in culture industry.



Microcredit Loans

Country name:		Slovakia
Region:		East Slovakia region
City :		Prešov
Public organisation responsible for the initiative	National language	RPIC - Regionálne podnikateľské a informačné centrum
	English	Regional Advisory and Information Centre Prešov (RPIC Prešov)
Department (if any)		Management
Address:		Reimanova 9, Prešov
Webpage:		www.rpicpo.sk
Public organisation representative:		Manager of the Centre

Initiative description

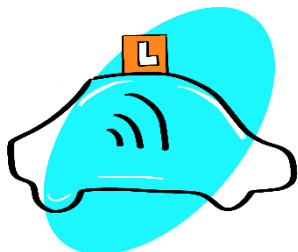
Title:	Microcredit loans
Features of group/s of beneficiaries	Directly: entrepreneurs including business start-ups, people interested in starting up a new business, any other person interested in entrepreneurship and business topics. Indirectly: other business support centres for entrepreneurs.
Initiative / tool objective	Main goal of the initiative was to secure easy and flexible financial support bu public institution improving existing financial tool for companies taking into account pandemic circumstances.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>RPIC is a business support organization which members are represented by three commercial companies and the City of Prešov.</p> <p>From the beginning of its establishment, the Centre provides its services mainly to small and medium-sized enterprises (SMEs) from the Prešov and Kosice regions of Slovakia (Eastern part of Slovakia). Throughout the years their services were needed and appreciated by many local companies.</p> <p>The RPIC specialises in advising all areas of business activity that can be affected by the European Union policies, especially when it comes to legislative regulations.</p> <p>Despite the difficulties connected to the COVID-19 outbreak, the RPIC made it to continuously provide their support and services to that day. For doing so, the RPIC is using microloans, <u>a flexible tool for financing the investments or operational needs of small and medium entrepreneurs</u>. During the pandemic, this tool turned out to be a flawless form of support for SME's.</p> <p>Distribution of Microloans, from organisational perspective, was divided into two elements/steps:</p> <p>Step 1. Objective: Collection of applications.</p>

	<p>MSME willing to receive financial support from mechanisms could react on the formal call that was described and explained in the RPIC webpage including all formal regulation connected.</p> <p>Main element of the application was business plan describing purpose of the investment and budget needed. Every business plan was followed by personal consultations.</p> <p>Every company was asked to double check all financial aspects, including tax, VAT reimbursement, costs category) in order to save time during formal procedure and secure application against rejection.</p> <p>Application was collected by RPIC and evaluated by special Committee (Step2).</p> <p>Step 2.</p> <p>Objective: signature of the contract</p> <p>Every application was evaluated by dedicated Committee and their decision was the final one. Next step in the procedure was signing contract and get funds transferred to his account to be used for his business development.</p> <p>Exceptionally, for the time of the pandemic, the RPIC decided to reduce the debt repayment rates for applicants. Additionally, for those who had taken a microloan in the past and had repaid it regularly, the loan could be received without a financial guarantee (to a certain level) and at much lower rates than commercial banks. It is very important to note, that these loans can be spent only on the necessary technology or key resources for the company (e.g. rent for working space, promotional campaign).</p>
Expected result(s)	<p><u>Initiative / tool organization dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • In the first year of the pandemic, 30 companies completed the evaluation process and successfully implemented the additional funding into their companies • At least 30 new workplaces were created in that process • For many companies, this additional funding opportunity was a form of the second wind to survive the difficult time of the pandemic and drastic market changes. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • Companies receive a preferential interest rate in comparison to commercial banks. Moreover, such funding is much easier to obtain for projects with less ROI, but more social/ecological impact.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization.
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization.

Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Office and its necessary equipment • Technology: <ul style="list-style-type: none"> ○ Software with database of entrepreneurs application with documentation. ○ The ICT tools for an online communication during pandemic, personal meeting only when inevitable.
	<p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of implementing team members: <ul style="list-style-type: none"> ○ Expert knowledge of regional economy. ○ Expert knowledge of statistical reports of business activities. ○ Solid background in consulting, international trade and internationalization. ○ Experience with consulting using the Enterprise Europe Network. ○ Soft skills on how-to advice and mentor business. • Procedures: <ul style="list-style-type: none"> ○ The process is under RPIC rules and the microloan programme has a revolving character. Microloan repayments are used to provide additional microloans. The microloans programme itself is covered by Slovak Business Agency who administrated the processes. The interest rate is determined individually based on the rating and Euribor rate.
	<p>Types (categories) of qualified costs:</p> <ul style="list-style-type: none"> • Loans. • Staff/experts costs. • Marketing campaigns of the microloans. <p>Amount financing(in EUR):</p> <ul style="list-style-type: none"> • App. 0,5 – 1 MLN EUR (minimum) – depends on financial rules.
Key success factors:	<ul style="list-style-type: none"> • Simple procedure and ready to use forms. • Set of the experts ready to evaluate companies` situation and market orientation/trends.
Key challenges:	<ul style="list-style-type: none"> • Security tools that lowering risk of the initiative. • Clear procedures for companies.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Increase in gross domestic product (GDP) in Prešov's region. • Creating new workplaces. • Supporting for business consistent with the region's policies. • Lowering entry level barriers for a business and enriching market competition.



SABIA – Online Driving School

Country name:		SLOVAKIA
Region:		East Slovakia region
City :		Prešov
Public organisation responsible for the initiative	National language	Stredná priemyselná škola elektrotechnická (SPŠE)
	English	Secondary Technical School of Electrical Engineering
Department (if any)		School management
Address:		Plzenská 1, Prešov
Webpage:		www.spse-po.sk
Public organisation representative:		Director of the School

Initiative description

Title:	SABIA – Online Driving School
Features of group/s of beneficiaries	Directly: small transport companies, self-employed workers Indirectly: large transport companies, citizens
Initiative / tool objective	The objective of the tool was to support Driving School – small local company, in their process to match up to changing educational reality during COVID19 pandemic.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>SABIA is a local driving school that provides training for new drivers to obtain driving licenses for motorcycles, cars and trucks. It implements practice rides to renew knowledge of driving a car or motorcycle, practice rides to renew knowledge of new regulations and also implements accredited safety training for drivers and transport workers. The offer of the SABIA driving school is also attractive for new young drivers who were interested in obtaining a driving licence even during a pandemic.</p> <p>However, the operation of driving schools and other registered persons for the offering of compulsory basic qualification courses and regular training was obliged to comply with strictly restrictive rules such as the following: the driver and instructor have to cover their face appropriately (nose and mouth with a proper face mask).</p> <p>After each driving and simulator training, the interior of the vehicle, in particular, the steering wheel and a gear lever had to be disinfected. During the training aimed at driving motor vehicles of groups A – motorbikes, each of the course participants had to have their helmet and appropriate protective equipment which are used in such training when driving this type of vehicle, e.g. protective gloves. It was not easy to meet these conditions, and at the time when they were still tightening, the driving school decided to suspend these practical training and it was possible to implement only the theoretical part.</p> <p>At that time they asked the Secondary Technical School of Electrical Engineering for help so that they could switch to online teaching. In this period of lockdown and various restrictions came the help of the school and the preconditions for a new period of driving</p>

	<p>school online with recruitment – „Start driving school, even if there is a curfew“. And it has become the new reality.</p> <p>Initiative implementation process consisted with 5 elements/steps:</p> <p><u>Step 1.</u></p> <p>Objective: Consultation on the problem of theoretic training in driving school.</p> <p>There was a thorough analysis of theoretical training which included a mapping of how classical driving school teaching takes place, how many people are in the classroom and what methods and tools are usually used – whiteboards, PowerPoint presentations, pictures and banner demonstrations. Demonstration of the functionality of the application was done on hardware equipment in the school premises.</p> <p><u>Step 2.</u></p> <p>Objective: Installation of a PC instructor for theoretical preparation.</p> <p>Finding a suitable software solution for online courses in the theoretical preparation section, where more participants could be involved in one lesson and where teaching materials with quick text samples could be shared with everyone.</p> <p>Webex and Google meet proved to be a very practical tool and except for English, both were also available in a related Czech language. The Webex tool has shown limitations where one lesson can last a maximum of 45 minutes because for the required longer lesson, you would need to purchase a license as a user. Another tool was searched and thus MS Teams (Microsoft) was chosen, where individual meetings had no time limits and it was also available in the Slovak language which suited the driving school instructor the most.</p> <p>In the beginning, SABIA was provided with a room and a swift internet connection directly within the school premises.</p> <p><u>Step 3.</u></p> <p>Objective: Creating the first meetings for theoretical training lessons.</p> <p>To start the group teaching of theoretical training, the camera and sound on the PC had to be set correctly, the network accesses were checked and the installation of the Microsoft Teams application was carried out. Creating meetings (lessons) after instructor registration and creating an account was no longer that complicated. In the next step, the instructor got acquainted with the MS Teams environment where it was possible to create invitations for participants on lessons, to create new meetings with the exact date and time. It was also important to inform the instructor how he can invite his students (course participants) to the online room with the help of a code and the created password for entry.</p> <p><u>Step 4.</u></p> <p>Objective: Document sharing.</p> <p>Driving school instructors do not necessarily have ICT skills, mostly because they have never undergone significant training in such and the current pandemic has not made it easier. Therefore, SPSE also offered demonstrations on how to search for teaching materials in the form of various videos directly through YouTube channels and then share them with all participants directly during the lesson. This would eliminate the tedious preparation of creating PowerPoint presentations and banner demonstrations. PDF formats in the form of various regulations also did not need to be scanned in this way, but they could be found immediately via the Google browser.</p> <p><u>Step 5.</u></p> <p>Objective: Practical implementation of online courses.</p> <p>The teaching of theoretical training was prepared and the tool for video recording of lessons was introduced - in case any student wanted to repeat it or could not get involved in the actual lesson for other reasons (failure of internet connection). The driving school</p>
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	instructor received a perfectly working IT tool from SPSE that could be used during the COVID-19 pandemic with basic IT skills.
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> Enabling online driving school instruction during a hard lockdown. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> Power to support companies in formal/informal education sector by using available educational capacity (knowledge, tools, space) as input to the new activity for MSME.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organisation
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> Offices: <ul style="list-style-type: none"> School rooms with infrastructure. Technology: <ul style="list-style-type: none"> IT infrastructure – notebook, PC. Microsoft applications. <p>Knowledge:</p> <ul style="list-style-type: none"> Competencies of members of implementing team: <ul style="list-style-type: none"> Knowledge of online tools and their educational capacity. Knowledge on organising education process with online tools. Procedures: <ul style="list-style-type: none"> Knowledge of the formal licences of the online tools used. <p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> Public school staff support on IT tools application. <p>Amount of costs to be financed (in EUR): n/a</p>
Key success factors:	<ul style="list-style-type: none"> Good organisation at school and company level. Perfect analyses of the situation faced (organisational and essential context) and proper recommendation.
Key challenges:	<ul style="list-style-type: none"> Practical approach in transferring theoretical training into online tools (shortening of theoretical training with the possibility of extending theoretical training lessons online). Preparing appropriate materials: video recordings , textbook presentation, online test.
Impact on regional economy (general description)	<ul style="list-style-type: none"> Support for raising the level of awareness and knowledge of the inhabitants of the region about possibility to use existing public infrastructure to support business and employment. Support to the company generate value for local and regional inhabitants giving continuous access to educational services and improving competences important during employment processes.



Tapped pharmacy

Country name:		Slovakia
Region:		East Slovakia region
City:		Prešov
Public organisation responsible for the initiative	National language	Stredná priemyselná škola elektrotechnická
	English	Secondary Technical School of Electrical Engineering
Department (if any)		Economic department
Address:		Plzenská 1, Prešov
Webpage:		www.spse-po.sk Čapovaná drogéria DELIZIA a BIO kozmetika - AB METAL, s.r.o. (deliziasr.sk)
Public organisation representative:		Manager of the Economic Department

Initiative description

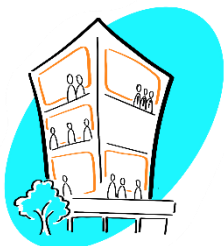
Title:	Tapped pharmacy
Features of group/s of beneficiaries	Micro Small and Medium Enterprises
Initiative / tool objective	General goal of the initiative was to support, from the public school, in opening the operation of assortment of special ecological pharmacies using special location of the School infrastructure in the middle of city of Prešov.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>The small company M. which business focuses on new products wanted to open business activity during pandemic time and entering the city market with product of tapped pharmacy.</p> <p>Taking into account the fact, that pandemic period changed market very much and open galleries with high prices are not attractive any more, small company decided to ask local public school for help in opening selling point in the city centre.</p> <p>The Secondary school SPŠE prepared a small space which was closed for more than half of year and is still situated near the town centre in the school building. The small space for business activity was prepared to share and to be open during opening hours, although lock down has been declared in national level, but still was there a possibility to sell some products. Public school provided a necessary support and disinfectants to the pharmacy.</p> <p><u>Step 1.</u> <u>Objective:</u> Support for adaptation of premises <u>The scope of activities:</u> A small modification of the premises with the preparation of new shelves and painting was carried out after consultation in order to improve necessary condition.</p>

	<p><u>Step 2.</u></p> <p><u>Objective:</u> Rental support</p> <p><u>The scope of activities:</u></p> <p>Public School has organised technical support for company in order to shortening the process of location in the space. The new pharmacy assortment based on ecological idea which is sold in recyclable returned packaging were finally presented in a shop. Support was also given to promote and organise special delivery model - customers come to shop with their own plastic bottles, buy various washing powders and other detergents and the products are filled in to the private packages.</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • The support a small company in re-entering the city market during pandemic COVID-19, • Favourable rent for both parties: school and small SME, <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • Development of tapped pharmacy assortment also during pandemic, in the worst time when most of the services was closed under restrictions, • Support in sale of ecological products, • Support for the sale of necessary disinfectants and respirators. These products were also very suitable for school, so she started to support a small shop with her purchases, • Public school give support in lucrative space near the city centre.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organisation
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organisation
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Free premises for rent or just empty which are suitable for doing such small business in products. ○ Free school's internet access. • Technology: <ul style="list-style-type: none"> ○ Basic shop infrastructure. <p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ○ Good overview of the local economy. ○ Strong ecological feeling. ○ Rapid responses for pandemic situation for things of disinfection products for schools and others. • Procedures: <ul style="list-style-type: none"> ○ Ability to make quick decisions. ○ Help in advantageous rent and rapid cooperation. <p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Energy, water consumption. • Repairing of premises. <p>Amount of costs to be financed (in EUR):</p> <ul style="list-style-type: none"> • Depends on a local prices per meter of rented area.

Key success factors:	<ul style="list-style-type: none"> • Well established rental conditions with less extra costs for office work nor additional fees. • Use of extra rent support from public school as individual rent payments with possible delays in pandemic time.
Key challenges:	<ul style="list-style-type: none"> • Complicated form of support from the school (organisation).
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Support for small MSME during pandemic period full of restructuring, to keep them operational. • Introduction of new ecological packaging from tapped pharmacy. • Employment assistance during pandemic.



Business Incubator

Country name:		Slovakia
Region:		East Slovakia region
City:		Prešov
Public organisation responsible for the initiative	National language	Regionálne podnikateľské a informačné centrum Prešov (RPIC Prešov)
	English	Regional Advisory and Information Centre Prešov - RAIC Presov
Department (if any):		n/a
Address:		Raymanova 9, Prešov
Webpage:		https://www.rpicpo.sk/clanok/1684/podnikatelska_inkubacia_a_prenajom_priestor_ov.html www.rpicpo.sk
Public organisation representative:		The case study has been prepared with active consultation with RAIC centre and Rastislav Tkáč (director)

Initiative description

Title:	Business Incubator
Features of group/s of beneficiaries	<i>Directly:</i> SMEs and start-ups <i>Indirectly:</i> Self-employed persons, MSMEs that already started their business: (Green Leaf Technologies, RS Media, Timothy, ZATUM, BS, A-print).
Initiative / tool objective	Active support to SMEs and start-ups for the business condition by the additional support in rents for tenants during COVID 19 pandemic time.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>RAIC is well established institution within the EEN network and its role on the local level is to stimulate economy through business activity. Owner structure cover City Hall of Presov and a few private companies are working together on building comprehensive services of renting office space at interesting prices (incubator activity) and creating optimal conditions for the development of local companies, as well.</p> <p>In the entrepreneurial processes, RAIC provides support in consulting for start-up and creates the right conditions for their business to grow and run for at least 3 years. Regardless of the expert knowledge, SMEs receive the following benefits free of charge: parking space, office cleaning service, internet connection, office security services.</p> <p>During the pandemic crisis all the MSMEs preserved their working space, playing key role in their business. The possibility of having an access to the office on lower cost was an important factor for small entrepreneurs but with the COVID-19 it gained even more significance in remaining fully operational for the time of restrictions.</p>

	<p>Therefore, the basis of services provided through the RAIC centre is the rental of premises at prices lower than normal market commercial prices, where needs for extra support are very important in maintaining companies in the region.</p> <p>Consequently at the time of the pandemic, RAIC offered help to companies located in the incubator that consisted of few additional assets:</p> <ol style="list-style-type: none"> 1. reduced rent by up to 50 % for 6 months, even for companies that weren't entitled to get support from state support (used by 30% of tenants), 2. possibility of unlimited use of office space even after working hours, 3. additional professional help to process State support by applications for grants, including wage refunds, <p>During the pandemic the additional features of support were introduced such as professional mentoring provided by the staff of the RAIC centre, wider variety of ICT tools and equipment, special conference rooms for online broadcasts. All of that was completely free of charge for entrepreneurs.</p> <p>These resources are open for any business, which can apply with the form to use these facilities. The administrative process is provided by RAIC and a state financing support.</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • ability to maintain the companies incubating process (Business Innovation) and supporting local economy during pandemic crisis, • efficient implementation and the use of infrastructure. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • 25 companies supported during the COVID-19 pandemic, fully operational to this day on the local market, • continuous creation of a new workplaces in the region, • providing of preferential rental conditions for office space directly in the building of the RAIC headquarters

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Business Incubator or similar institution/building with dedicated equipment/competences: <ul style="list-style-type: none"> • Rental meeting rooms (large, small, multimedia classroom for incubated companies), • Assistance in the accounting processes, • Shared reception services, • Unlimited access to the building, • Good internet connection. • Technology: <ul style="list-style-type: none"> ○ ICT infrastructure ○ ICT – internet connection, ○ online communication tools.

Necessary resources	<ul style="list-style-type: none"> • Knowledge: <ul style="list-style-type: none"> ○ educational services and counselling, e.g. in the field of obtaining resources for entrepreneurship, law or taxes, mediation of contacts ○ assistance to business start-ups and small and medium sized enterprises, ○ developing mutual contacts with institutions of the financial and banking sector, ○ advise and consultation according to the model “How to make your business visible”, ○ public funding application preparation and grant management. • Procedures: <ul style="list-style-type: none"> ○ Public support procedures.
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Reduced rent costs, • Office cleaning service, • Reception service, • Internet connection • Security Service <p>Amount of costs to be financed (in EUR): depends of direct cost of the infrastructure used in the incubator.</p>
Key success factors:	<ul style="list-style-type: none"> • The expert knowledge of local economy and KPI of the business environment, • Possibility to manage and deliver resources that companies use on their daily basis.
Key challenges:	<ul style="list-style-type: none"> • Created competent team ready to analyse, interpret and operate in a chaotic and difficult time of recession.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Reducing the negative effects of COVID-19 recession in the region, • Maintaining the steady level of innovation in a regional business, • Maintaining the steady level of workplaces in the region.



SOS grant

Country name:		Slovakia
Region:		East Slovakia region
City :		Prešov
Public organisation responsible for the initiative	National language	Ministerstvo práce, sociálnych vecí a rodiny Slovenskej republiky
	English	Ministry of labour, social affairs and family of the Slovak Republic Implemented by Labor office, social affairs and family in Prešov region
Department (if any)		n/a
Address:		Bratislava/Prešov region
Webpage:		https://www.employment.gov.sk/sk/ministerstvo/poskytovanie-dotacii/archiv/2020/sos-dotacie.html https://www.upsvr.gov.sk/socialne-veci-a-rodina/sos-dotacia-dotacia-na-podporu-humanitarnej-pomoci-pre-fyzicku-osobu-podla-3-nariadenia-vlady-sr-c.-103-2020-z.-z.-o-niektorych-opatreniach-v-oblasti-dotacii-v-posobnosti-ministerstva-prace-socialnych-veci-a-rodiny-sr-v-case-mimori.html?page_id=1037747
Public organisation representative:		The case has been prepared with VIA Magna restaurant, Wine Museum and AG Gallery consultation.

Initiative description

Title:	SOS grant
Features of group/s of beneficiaries	<p><u>Directly:</u> Any person who, in a time of COVID-19 crisis (from 12.03.2020) ceased to carry out an activity that establishes the right to income:</p> <ul style="list-style-type: none"> • from dependent activity, • from the performance of personal assistance activities, • from business or other self-employed activity, <p>and has no other income from employment, entrepreneurship or other self-employed activity.</p> <p><u>Indirectly:</u> Micro, Small and Medium Companies on a local level, selling products and services to inhabitants.</p>
Initiative / tool objective	The goal of the initiative is to secure the local economy in the time of crisis by grant supporting local companies. The expected positive effect on a local level is achieved by distributing funds to inhabitants: self – employed persons or employee's during crisis which is the time of an emergency. This initiative is trusted to stimulate local consumption and keep the employment rates.

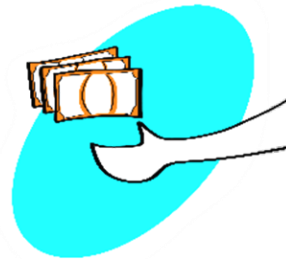
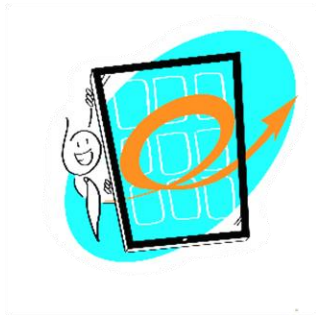
<p>Steps / phases / stages of tool / initiative implementation and its activities description</p>	<p>The initiative's grants were distributed by a local labour office. The main rules were following:</p> <p><u>Stage 1: March to August 2020</u></p> <p>The Ministry has provided the subsidy of 105 EUR for March and 210 EUR for the following months for each applicants whose business activity was drastically limited (no income), until the end of the crisis.</p> <p><u>Stage 2: from October 2020</u></p> <p>The Ministry increased the subsidy to 300 euros per month for one applicant. A grant could not exceed EUR 1 800 in any given financial year. Applications for the SOS subsidy have been accepted by the relevant labour offices since November (according to the applicant's registered address). In order to receive funds, applicant had to send the completed and signed application by post or electronically in the region of his registered address.</p> <p>From the local perspective, the funding was distributed to inhabitants by the criteria of local localisation and confirmed no income (or close to none). In fact, part of them was entrepreneurs, where the other were employees of the local companies. Taking into account spill over effect of the pandemic restrictions, the main beneficiary was (directly and indirectly) companies located in the cities, mostly from the gastronomy and art sectors. Despite the attempts, many businesses could not adapt to the on-line activity model and their activity could not be moved to the Internet. Consequently, the official restrictions related to conducting their businesses completely blocked their activity, forcing drastic cuts and staff reduction. The SOS grants many of applicants survived the crisis, ready to operate when the restrictions will be ceased. A few examples:</p> <p>VIA MAGNA Restaurant: the financial resources from the grant enabled the owner to keep the employees for the time of restrictions, where remote work cannot be applied. The salaries were paid from the SOS grant during the lockdowns. With the end of restrictions the restaurant was able to be fully operative with the experienced staff. The SOS Grant enabled the substitute funding during the periods where restaurant had to be temporarily closed.</p> <p>The same model was applied to the Wine Museum case, a small SME that had to be closed due to the restrictions. SOS grant enabled the Museum to wait out the time where it could not operate and back to their regular activity during safer period. The Museum staff was not forced to look for the other workplace. It is important to mention all the self-employed for whom the Grant played a key role in a financial stability, in this case local group of artists operating in the AG Gallery.</p>
<p>Expected result(s)</p>	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> the Grant initiative supported getting worse social and economic situation on local level and help avoid basic problems with access to funds for living of local inhabitants. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> Minimalizing negative effect of decreasing consumption in the local level. The protection and keeping active job positions in local companies.

Transferability

<p>Transferability to the other countries (to be assessed by all Project Partners)</p>	<ul style="list-style-type: none"> Medium – the initiative / tool can be transferred but with the use of additional funds from the public funding sources (EU)
<p>Transferability on a country level (to be</p>	<ul style="list-style-type: none"> Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization

assessed by all Partners from the specific country)	
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ◦ Regional Labour Office or other public institution with competences. • Technology: <ul style="list-style-type: none"> ◦ Effective online registration system with application form. ◦ Evaluation mechanisms of formal criteria (income).
	<p>Knowledge:</p> <ul style="list-style-type: none"> • Knowledge about economic situation of local companies. • Competences to communicate in a short time. • Competences in organisation of application, evaluation and funding distribution processes. • Competences to promote local consumption.
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Costs of organisation and maintenance of the tool. • Cost of SOS Grants (from the local budget or a regional/national sources – depending from companies situation).
Key success factors:	<ul style="list-style-type: none"> • Good knowledge about current situation and future perspective of the local companies. • Good organisational skills using knowledge of Local Labour Office as operator of the funding process.
Key challenges:	<ul style="list-style-type: none"> • Organising funding, especially when there are a lot of companies facing problem with sales = staff reduction = no income. • Good communication with entrepreneurs.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Supporting the companies in the time of need helps to secure the workplaces and enhance the business ability to reopen after the pandemic. • Stimulation of the local consumption and securing the regional value chains.

Case Studies – Hungary



Case studies list:

1. Job search portal for free.
2. Do it wisely!
3. Supporting the development of SMEs in the fashion and design industry.
4. Rent Discount.
5. The first Qualified Consumer Friendly Personal Loan.



Job search portal for free

Country name:		Hungary
Region:		The territory of Hungary
City :		n/a
Public organisation responsible for the initiative	National language	Magyarország Kormánya
	English	The Government of Hungary
Department (if any)		Ministry of Innovation and Technology
Address:		n/a
Webpage:		https://www.karrierm.hu
Public organisation representative:		n/a

Initiative description

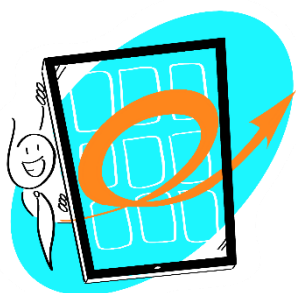
Title:	Free job search portal
Features of group/s of beneficiaries	<ul style="list-style-type: none"> • Job-seeking unemployed who have lost their jobs due to the Covid lockdown and new recession, • Small, medium and large companies that carry out business and economic activities throughout Hungary with different production and service profiles.
Initiative / tool objective	The KarrierM job portal goal is to supports labour placement and the recruitment and selection process, thus contribute to the protection of the local economy through expanding employment during the corona pandemic.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>The KarrierM job portal is an initiative that was implemented as a public initiative on a national scale. Due to the fact, that initiative has strong support from local public institutions, it is possible to implement similar mechanisms on the city level.</p> <p>The KarrierM portal is available for end-users as job-seeking mechanisms organizing the transfer of data between two interesting sides, including personal advice and call centre support. Its main strength is that it performs automatic pre-screening based on the expectations set by the employer and the competencies required to fill the job, thus greatly facilitating the job searching process. The website enables companies and institutions to advertise vacancies in a professional framework, to pre-screen and address suitable candidates.</p> <p>From an end-user perspective (that also describe how to create the mechanisms by the public institution on a local level) using the mechanisms is divided into 3 stages:</p> <p><u>Stage 1: Registration on a website</u></p> <p>There are two profiles:</p>

	<ul style="list-style-type: none"> • job seeker profile, • employer profile, <p><u>Stage 2: Applying</u></p> <p>Referring to the profile, if the job seeker has found the ideal job opportunity for him, all he has to do is send his application for the given advertisement.</p> <p><u>Stage 3: Verification mechanisms</u></p> <p>The portal staff always checks the uploaded job seeker, employer profiles and job offers, which guarantees that only real advertisements, existing companies and individuals are included on the site. In addition to basic characteristics (such as education, job title), professional and key competencies were also emphasized during the implementation, so the interface can help job seekers and employers to find each other more broadly.</p> <p><u>The purpose of creating the website:</u></p> <p>This job search portal was created to curb unemployment caused by the Covid pandemic. Curriculum vitae templates can be downloaded from the site, or they are created automatically based on the data entered in the job seeker profile. As a result, they are expected to be hugely popular with job seekers and employers. More than two hundred job offers can be accessed by job seekers and career planners on the portal providing professional support for the entire recruitment process. Employers and job seekers can use the KarrierM.hu website completely free of charge. The portal aims to enable the most flexible job and job search, therefore in addition to objective data (education, previous jobs, etc.) they also allow the recording of “softer” information and expectations (professional and key competencies) for both job seekers and employers.</p> <p><u>Advantages:</u></p> <ul style="list-style-type: none"> • The portal provides job seekers with the opportunity to search for jobs independently, while at the same time offering employers a wide-ranging communication interface to publish their vacancies. The orientation of job seekers and employers on the portal is supported by professionally trained staff. • The easy-to-navigate portal provides personal advice and call centre support to its customers. • Its main strength is that it performs automatic pre-screening based on the expectations set by the employer and the competencies required to fill the job, thus greatly facilitating the job of job seekers. • It allows many people to get a job amid the difficulties caused by the epidemic. • Provides not only an innovative and free, but also a comprehensive package of HR services for small and medium-sized businesses. • Adaptable to market challenges, user-friendly and easy to use.
Expected result(s)	<ul style="list-style-type: none"> • One of the expected results of the establishment of the portal is that it will directly contribute to the filling of vacancies in Hungary as soon as possible. • As the epidemic situation is causing difficulties for many market and economic actors, which poses new challenges for both employers and jobseekers, they are expected to be able to reduce unemployment by setting up this portal. • Most people are active internet users, so they tend to look for or post job opportunities on the internet. This was confirmed by the fact that the coronavirus redesigned workplaces: the home office system was introduced in many places, thanks to which even more Internet users were allowed.

Transferability

Transferability to other countries (to be	Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation
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assessed by all Project Partners)	
Transferability on country of origin level (to be assessed by all Partner from specific country)	Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation
Necessary resources	Technical infrastructure: <ul style="list-style-type: none"> • IT tools (computer, laptop) • server, other computer equipment (printer) • Internet connection
	Knowledge: <ul style="list-style-type: none"> • an appropriate level of IT knowledge to set up and operate the portal • a specialist in the field of graphics and design, so that the created website is transparent and user-friendly • professional support of the entire recruitment and selection process from the staff • advanced qualification for members of the executive team • key competencies (assistance, communication skills)
	Costs to be covered: <ul style="list-style-type: none"> • creation of the portal • payment of staff salaries • the cost of operating a website
Key success factors:	<ul style="list-style-type: none"> • dissemination of IT knowledge among user-level • ability to support many people to get a job amid the difficulties caused by the epidemic • possibility to promote business (advertising) • effective communication between the executive body and economic operators
Key challenges:	<ul style="list-style-type: none"> • Efficient mechanisms of promotion and information distribution about portal on local scale • small amount of mistakes in matching of the candidates (focus on best available matching)
Impact on regional economy (general description)	<p>The initiative had a significant impact on the local economy and justified its implementation</p> <ul style="list-style-type: none"> • it creates a new workforce for businesses and a new opportunity for jobseekers • the positive outcome of the initiative can be described nationally, as it has an economic stimulus effect on the economic policy of the whole country



Do it wisely!

Country name:		Hungary
Region:		The territory of Hungary
City :		n/a
Public organisation responsible for the initiative	National language	Budapest Institute of Banking Zrt.
	English	Budapest Institute of Banking Zrt.
Department (if any)		n/a
Address:		1054 Budapest, Szabadság tér 7. (Platinum tower I. building 4th floor)
Webpage:		https://ekkv.hu/
Public organisation representative:		n/a

Initiative description

Title:	Do it wisely!
Features of group/s of beneficiaries	<p>Directly: for students who want to develop personal skills,</p> <p>Indirectly:</p> <ul style="list-style-type: none"> • SMEs seeking for a new competences and knowledge, • young people, employees and entrepreneurs interested in starting a business.
Initiative / tool objective	The main goal of the E-learning curriculum implemented by the Budapest Institute of Banking (BIB), on behalf of the Ministry of Innovation and Technology, is to develop entrepreneurial human capital; helping digital transformation and catching up and providing Hungarian SMEs with the knowledge they need to grow.
<u>Steps / phases / stages of tool / initiative implementation and its activities description</u>	<p>The presented initiative is organized as 9-module online training, that provides participants with comprehensive knowledge in all topics covered by digitization and generational change. The total course offering lasts 70 hours, allowing participants to study 9 different topics in more depth and gain practical knowledge through detailed examples. Hungary's first free online training on digital transformation and generational change.</p> <p>The training covers key topics including business innovation, digitization, generational change, human resource opportunities and communication. The curriculum is in Hungarian, so it also helps Hungarian businesses across the border.</p> <p>Multiplication of the initiative on the local/city level can be organized as a similar tool or it can be transferred as an idea with other content inside. Current topics implemented in the course is dedicated to special circumstances linked with the COVID-19 recession.</p> <p>The development of the original initiative was divided into 4 steps:</p>

	<p>Step 1: Creating a website</p> <p>Creation of a comprehensive website, easily understood by all users, through which applicants can directly learn about digital transformation and generational change.</p> <p>Step 2: Collecting consultants</p> <p>For this initiative (education) to reach everyone's goal and for the acquired knowledge to be sufficiently utilized for businesses, it is crucial to gather a team of advisers who can professionally pass this knowledge on to the applicants.</p> <p>Step 3: Implementation</p> <p>For applicants who want to expand their business with up-to-date knowledge and new knowledge, explain through the modules what skills and competencies they can use to increase their success in the economy.</p> <p>Step 4: Monitoring of applicants</p> <ul style="list-style-type: none"> • Monitoring how the acquired knowledge is used by businesses. • Make a statement of which sectors are most in need of this knowledge provided by this site. • Furthermore, it should not be neglected to analyse how many years old and in which sectors actors want to acquire new knowledge. • Contact entrepreneurs on how the acquired knowledge is utilized and how it is used <p>Description of the modules for those implementing the initiative:</p> <p>Module 1: Business innovation</p> <ul style="list-style-type: none"> • To explain to the applicants what constitutes corporate innovation and research and development and to present the Hungarian institutions involved in the topic. • The most practical innovation methodologies and international models, advisory on inspiration and generating new ideas. <p>Module 2: HR challenges and agile transformation</p> <ul style="list-style-type: none"> • In the first block of the module, concerning the mission and culture, it is shown how effective is to have employees connected to a large, common long-term goal in addition to the monthly salary, where every day behaviour is based on constructive values. • Additional topics in terms of performance, primarily talent, leadership development and commitment. Practical tools for measurement and evaluation. The third block shows why and how we develop managers and employees career paths. The module address the basis for identifying training needs and needs arising from personal goals. Participants learn to distinguish between compulsory and optional, as well as individual and group training, and guide on the administration of training. The fourth block of the training deals with one of the latest HR challenges, agile organizational operation. <p>Module 3: Digitization</p> <ul style="list-style-type: none"> • Participants are introduced to the changes brought about by accelerating technological development: current, general-impact digital trends are supported by practical examples. They will be introduced to an easy-to-use trend analysis methodology that allows anyone to apply a new trend or technology to their own business within 1 hour. You get a special focus on the digital customer experience, customer services and sales outlets.
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	<ul style="list-style-type: none"> • They also presented the 4 levels of data-driven management and their possible areas of application. <p>Module 4: Transfer of direct management</p> <ul style="list-style-type: none"> • What it means to retire for the head of a company, often built by a leader through the hard work of a lifetime. • Individuals (who, with whom and with whose help), content (certain areas of the company and managerial tasks, methods and steps) are examined separately. Whole block dedicated to the psychological background of trust and forgiveness, and finally list the practical difficulties of transfer from the perspective of the transferor and the recipient leader, and then outline possible solutions to these. <p>Module 5: Internal and external communication</p> <ul style="list-style-type: none"> • This module teaches how to effectively deliver messages to company's customers, partners and employees. In the first part, overview of the various digital communication channels (website, blog, newsletter, etc.). Participants learn about the whole process: goal, value proposition and competitive advantage, selection of digital tools. In the second part, communication within company: how to harmonize the corporate culture, the internal communication with the business aspects at the strategic and operational level. Good practices for effective discussions, written announcements, and managing the gossips. <p>Module 6: Change management</p> <ul style="list-style-type: none"> • The processes and methods so that any change can be effectively managed by the responsible manager and stakeholders. Differentiating the topics of strategy, participants, and communication, using Kotter's 8-step process, the specifics of generational change. In the second part - the emotional phases of planned and "force majeure" changes. Participants learn what it takes for a successful change in the organization with a special emphasis on leadership responsibilities. <p>Module 7: International relations and expansion</p> <ul style="list-style-type: none"> • Abroad operation and internationalization of the company. • Typical export markets, trade trends and different forms of entry into foreign markets from the classic export to the platform economy. The motivating and driving factors as well as the possible obstacles. Other blocks: export regulation and subsidies of the EU and the Hungarian state, instruments supporting trade outside the EU, steps and tricks of doing business in foreign markets, managing potential risks. <p>Module 8: Financing</p> <ul style="list-style-type: none"> • The module is designed for the financial awareness of company managers. <p>Module 9: Digitization by sector</p> <ul style="list-style-type: none"> • The opportunities and threats of digitization for each sector.
Expected result(s)	<ul style="list-style-type: none"> • The curriculum achieves its goal and contributes to the strengthening of Hungarian jobs and the establishment of successful businesses. The future guarantees that Hungary will build not only a work-based but also a knowledge-based society. • The transformation of vocational and adult training, the 8-week free IT education in the Redesign Program during the crisis, and the training of IT specialists were carried out to provide Hungarian professionals with competitive knowledge. • In addition to the transfer of modern financial and economic knowledge and the growth of financial culture, special attention is paid to the presentation of socially useful best practices

	<ul style="list-style-type: none"> • To train professionals with modern knowledge who can identify and analyse problems, who can develop effective solutions and make responsible decisions in crisis times. • Small and medium-sized enterprises will be strengthened by the practice-oriented, solution-oriented presentation of the most important topics for entrepreneurs with this curriculum and be ready to operate in pandemic reality.
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Transferability

Transferability to other countries (to be assessed by all Project Partners)	Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation
Transferability on country of origin level (to be assessed by all Partner from specific country)	Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Internet access required for site users • IT tools (computer, laptop) <p>Competences of the members of the executive team:</p> <ul style="list-style-type: none"> • strong organizational leader • Communication skills • Experts with a significant experience in corporate, academia and consulting, providing a unique combination of development, innovation management, commerce, management consulting and HR knowledge and experience.
	<p>Knowledge:</p> <p>For participants in the training:</p> <ul style="list-style-type: none"> • IT knowledge • basic competence required for development <p>The experts required to develop the curriculum must have:</p> <ul style="list-style-type: none"> • IT, economic and legal knowledge • application of coaching among students • practice-oriented, solution-oriented thinking • innovation management, trade, management consulting and HR knowledge
Key success factors:	<ul style="list-style-type: none"> • Well defined and calibrated team and strong institution on local level ready to organize knowledge. • Focus on quick knowledge transfer to participants. • Effective communication is established between the implementation team and the learner based on the teaching of new knowledge and its acquisition and effective use to minimize the difficulties caused by the epidemic.
Key challenges:	<ul style="list-style-type: none"> • Creation and implementation of the transparent and easy in use online platform. • Security and guarantee of modern and up-to-date knowledge for course participants.
Impact on regional economy (general description)	The level of digital maturity for small and medium enterprises is very low. However, with this measure, the primary goal is to make businesses more resilient to crises such as those caused by the COVID-19 virus worldwide. In addition to digital transformation, a key area is also corporate generational change, as companies that successfully implement digital transformation and generational change have a better chance of entering foreign markets and gaining a regional or even global role. Especially now that in many neighbouring and

	<p>developed countries, the market of existing players can be significantly rearranged by different degrees of crisis and different ways of dealing with it. The acquired high-level knowledge offers an opportunity for students to fill important positions in companies and institutions of the domestic and international financial institutions sector. By implementing it, Hungarian SMEs can easily, quickly and free of charge obtain information even in the event of an epidemic, all the more so by developing their digital skills in electronic form. The main goal of the E-learning curriculum implemented by the Budapest Institute of Banking (BIB) on behalf of the Ministry of Innovation and Technology is to develop entrepreneurial human capital; helping digital transformation and catching up and providing Hungarian SMEs with the knowledge they need to grow.</p>
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Supporting the development of SMEs in the fashion and design industry

Country name:		Hungary
Region:		The territory of Hungary
City :		n/a
Public organisation responsible for the initiative	National language	IFKA Közhasznú Nonprofit Kft.
	English	IFKA Public Benefit Nonprofit Ltd.
Department (if any)		Economic Development and Innovation Operational Program
Address:		1062 Budapest, Andrásy út 100.
Webpage:		https://divatdesignpalyazat.ifka.hu/
Public organisation representative:		This call is published by the Deputy State Secretariat for the Implementation of Economic Development Programs under the Economic Development and Innovation Operational Program in Decree No. 1006/2016. (I.18.) On the basis of the Annual Development Framework.

Initiative description

Title:	Supporting the development of SMEs in the fashion and design industry
Features of group/s of beneficiaries	Directly: the design and fashion manufacture industry of micro, small and medium-sized enterprises Indirectly: for micro, small, medium and large enterprises
Initiative / tool objective	Stimulation on innovation in design and fashion manufacture, especially for those from micro and small companies to support technological development to support them in innovation.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>The supporting instrument for the fashion and design industry was implemented in Hungary on a national level. Due to the fact, that initiative has strong support from local public institutions - especially cities with numerous companies in those branches, it is possible to implement similar mechanisms on the city level. The general recommendation for multipliers is to study the way the instrument is organized and can affect business.</p> <p>Multiplication of a case study on a local level can be understood in two ways:</p> <ol style="list-style-type: none"> 1. using the described tool and scaling it in the same branch or other along with rules in Hungarian case, 2. creating a new initiative using accessible funding (Structural Fund) and developing local (city-level) sectoral fund supporting ecosystems/value-chains. <p><u>Overview of the initiative:</u></p>

1. Target:

- The fashion and design companies that are able and willing to develop should be able to make investments which are believed to enable the actors from the sector to strengthen profitability in the medium term, develop their export and increase international competitiveness. Through their participation in the initiative, the level of digital presence and awareness should also increase.
- Supporting technological developments that promote the renewal of mentioned SMEs, thereby strengthening their operation, workplace retention and income generation potential. To maintain the significant potential of the sector and the possibility of future expansion, it is important to maintain competitive domestic capacities and at the same time, to use the opportunities created by the crisis. Nevertheless, such an investment requires additional resources and should be implemented as soon as possible.
- To ensure the long-term sustainable growth of the domestic economy, it should identify the improvement of the growth potential of enterprises and the strengthening of their economic performance as a priority goal.

2. Responsibilities:

In the framework of the initiative companies can be:

- awarded for the project grant repayable assistance, capped with the financial resources available (between HUF 5 million and HUF 150 million),
- for eligible projects an advance on the grant up to 100% of the refundable aid.

The applicant company has to provide the reimbursable (interest-free) grant received in one instalment up to 180 days after receiving a receipt.

Applicants having a micro, small or medium-sized company status should also:

- have at least one closed (supported by a report / PIT) full (365 days) business year
- have annual average statistical headcount which was at least 1 person based on the approved (general meeting, members meeting, meeting of owners) closed full business year declaration submitted to NAV before the submission of the grant application
- conduct their planned activities following the TEÁOR number specified in Annex to the Call and aimed at the manufacturing activities
- have a certification of the adequate qualification issued by IFKA Industrial development Public Benefit Nonprofit before the submission of the grant application

Eligible activities:

Acquisition of new devices and machines, development of new technological systems and capacities, including the development of automated production systems, development of production technologies, development of process automation devices, sensor and control technologies, application of robot technology, procurement of intelligent manufacturing solutions.

In the original, the instrument bases on an on-line tool that support registration and application. The process can be described as follow:

Step 1. Registration

The first step in the process is registration at www.divatdesignpalyazat.ifka.hu. Each company can register only once, for such an email address and password is required.

Step 2. Filling the basic information to check the conditions of participation

	<p>When logging in for the first time after registration, the company name and a valid tax number must be entered for the system to associate the registered profile with the given company. It is also necessary to provide some basic information related to the project. Based on this, the conditions of participation are checked in advance and the admissibility is screened.</p> <p><u>Step 3. Filling and submitting prequalification forms</u></p> <p>Information on the fulfilment of the conditions of participation will be sent to the company. If it has passed the pre-screening, then it can apply for pre-qualification by filling out the form in its account.</p> <p><u>Step 4. Certification</u></p> <p>In case of evaluation and compliance, “Supporting the development of SMEs in the Fashion and Design industry Prequalification Certificate” the pre-qualification process ends with the issuance of a Certificate, which, in case of compliance, entitles the company to submit its application within the framework of GINOP 1.2.14-20 or VEKOP-1.2.7-20.</p> <p><u>Step 5. Application</u></p>
Expected result(s)	<p>The economic impact of the pandemic has significantly affected the sector due to the slowdown and stagnation of foreign sales. It is expected that with this measure, the companies of the Hungarian fashion and design industry, who are able and willing to develop, will be able to make investments that stimulate the sector in the medium term. To operate profitably and change in the fierce and resource-intensive international competition, such an initiative should increase company export and increase international digital presence and awareness.</p> <p>It is also expected that supporting companies in the fashion sector will stimulate urban growth, especially by influencing local ecosystems and value chains. In this context, it encourages local public institutions to focus on the spill-over effect and create leverage with additional support, such as using public space to promote products and organize markets. Implemented at a local level, this initiative will certainly serve the development of the sector. With its realization, the popularity of this sector will increase significantly, having a recovering effect on a local economy.</p>

Transferability

Transferability to other countries (to be assessed by all Project Partners)	Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation
Transferability on country of origin level (to be assessed by all Partner from specific country)	Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation
Necessary resources	Technology and equipment: <ul style="list-style-type: none"> IT equipment (laptop, telephone, computer)
	Knowledge: <ul style="list-style-type: none"> IT knowledge Intermediate or advanced economic knowledge Decision - making skills Good communication skills

	<p>Expected costs:</p> <ul style="list-style-type: none"> • financing of staff costs • website cost • costs of accounting • financial resources reserved for grants <p>Amount of costs to be financed (in EUR):</p> <ul style="list-style-type: none"> • the specific cost depends on many aspects, such as how much budget the implementing organization can provide to entrepreneurs, as well as on its market relationship maintenance
Key success factors:	<ul style="list-style-type: none"> • Good recognition of local companies and their business branch needs • Strategy for using public resources • Strategy of efficient communication and transparent registration to provide simple distribution mechanisms
Key challenges:	<ul style="list-style-type: none"> • Public operator of the funding on city level – taking into account that funding is targeted to companies and dedicated to limited activities, having significant experience and capacity in this field. • Every change has its opponents - forced implementation is heavily burdened with the risk of company protest (among owners or employees).
Impact on regional economy (general description)	<p>The economic impact of the pandemic has significantly impeded the clothing branch, mainly due to the slowdown in export and its logistics. The digital revolution will result not only in the widespread adoption of IT applications but also in the transformation of market structures and value chains, which will require comprehensive adaptation from most businesses. High employment rates and increased wage levels are forcing almost all companies to increase productivity, especially in the fashion design industry.</p>



Rent Discount

Country name:		Hungary
Region:		Hajdú-Bihar County
City :		Debrecen
Public organisation responsible for the initiative	National language	Debrecen Megyei Jogú Város Önkormányzata; Debreceni Vagyonkezelő Zrt.; Cívis Ház Zrt.
	English	Municipality of Debrecen; Debreceni Vagyonkezelő Zrt.; Cívis House Ltd.
Department (if any)		n/a
Address:		n/a
Webpage:		https://www.civishaz.hu/hirek/%C3%B6nkorm%C3%A1nyzati-b%C3%A9rl%C5%91k%C3%A9nt-ig%C3%A9nybevehet%C5%91-lakb%C3%A9rt%C3%A1mogat%C3%A1s

Initiative description

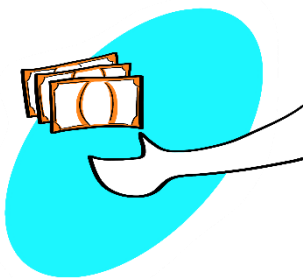
Title:	Rent Discount
Features of group/s of beneficiaries	<ul style="list-style-type: none"> Tenants who are obliged to close due to the coronavirus pandemic as a result of government measures taken in November 2020 may be granted a rent reduction of up to 90%. The discount is available for the period from 11 November 2020 to 11 December 2020 for these tenants Tenants who are engaged in catering activities, whose business is limited to dispense and transport takeaway food. Tenants of these may be granted a rent reduction of up to 50%. The discount is available for the period from 11 November 2020 to 11 December 2020 for these tenants.
Initiative / tool objective	<p>Similar to the measures taken during the first spring wave of the coronavirus, the Municipality of Debrecen, in cooperation with Debrecen Property Management Ltd. and Cívis House Ltd., supported the enterprises of Debrecen and companies renting a business space from a public institution.</p> <p>The goal is to keep the workplaces and protect the health of the employees and the entire population. For general economics maintaining liquidity and responsible management is the key objective, retaining tenants while easing their burdens.</p>
Steps / phases / stages of tool / initiative implementation and its activities description	<p>To support the enterprises of Debrecen and primarily to preserve the workplaces, the Local Government of Municipality of Debrecen, in cooperation with Debrecen Property Management Ltd. and Cívis House Ltd., is providing the so-called “pandemic fee reduction system”. According to the decision of the management of the City of Debrecen, Cívis House Ltd. has the opportunity to assist families and businesses in a difficult situation due to the coronavirus epidemic. Rents fees reductions can be requested by the tenants of the business premises owned or managed by Cívis House Ltd.</p>

	<p>The discount includes the following details:</p> <ul style="list-style-type: none"> • If the restrictions are extended after 11 December 2020 without any changes, the available discounts will remain unchanged for the duration of the extension. • If, before December 11, 2020, or in case of extension of restrictions, during the period of extension, government decisions are made that either further tighten or alleviate the restrictions on which this pandemic discount is based, Civis House Ltd. reserves the right to change the terms of the discount system. • the rebates are not subject to a repayment obligation. <p><u>Other rules:</u></p> <ul style="list-style-type: none"> • The condition for granting the rent reduction is that the tenant declares the total number of employees registered on 11 November 2020 will be maintained for the entire duration of the rent reduction. • No rent reduction can be granted to tenants whose rental agreement has been terminated or will be terminated during the period of granting the rental discount. If the lease is terminated during the term of the rental discount or is terminated for any reason, the repayment of the rental discount already granted becomes due in one amount at the same time as the termination of the rental relationship. • If the rental fee for the current month reduced by the rental fee discount is not paid by the payment deadline indicated on the sent invoice, Civis House Ltd. may revoke the rental fee discount. • The process of rent discounting is not automatic, it must be applied for from Civis House Ltd. A sample application can be downloaded in PDF format (from Civis House Ltd web page). This form has to be editable, it can be by clicking on the "Downloadable documents" menu, among the forms related to business premises. • Applications are recommended to be sent electronically, but a regular post is also a viable option. • In the case of applications received during the period of granting the discount, the rent discount can be granted retroactively from 11 November 2020. • The rental discount will only be granted if the declaration of acceptance of the terms of the discount sent to the tenant as an attachment to the information letter is duly signed and returned electronically, at least eight days after sending the information letter. The Lessee (tenant) undertakes to send the original signed statement of acceptance by post immediately after sending the electronic copy. <p><u>Commitment for applicants:</u></p> <p>Rent reductions are granted if the tenants declare to retain their current number of employees in a tenant declaration.</p>
Expected result(s)	<ul style="list-style-type: none"> • In the spring, more than 230 tenants received support of the 50 percent and 90 percent discounts, respectively. • This swift form of support helped to facilitate business operation during the most difficult moments of the pandemic. • The loss of workplaces in the region was significantly reduced.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation
Transferability on country of origin level	Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation

(to be assessed by all Partner from specific country)	
Necessary resources	<u>Technical infrastructure:</u> <ul style="list-style-type: none"> IT and ICT tools (computer, laptop, telephone, internet connection), website operation and maintenance, publishing an announcements and editing its graphics in accordance with the used communication tools an online questionnaire.
	<u>Knowledge:</u> Competencies of the members of the executive team: <ul style="list-style-type: none"> economic and financial knowledge required to process applications, communication skills to maintain effective dialogue with companies representatives.
	<u>Expenditures:</u> <ul style="list-style-type: none"> Stuff costs of specialists and experts Accounting costs <u>Amount of costs to be financed (in EUR):</u> <ul style="list-style-type: none"> n/a (depends of many aspects e.g. size of the group, time, market conditions).
Key success factors:	<ul style="list-style-type: none"> At the prior request of the tenant or apartment user, the executor, Civis House Ltd., may authorize the extension of all types of lease agreements until 30 June 2021, support for local businesses who were unable to open their business premises due to the pandemic, providing assistance during the pandemic by the local government of Debrecen and Debrecen Property Management Ltd. to the Debrecen companies, due to the health safety protocols, business tenants with limited or no activity can request a significant rent discount for their business premises
Key challenges:	The loss of the revenues of Civis House Ltd., which has been received from the rental fee so far. In the spring of 2020, more than 230 tenants received support of the 50 percent and 90 percent discounts, respectively. As a result, the Civis House Ltd. decreased by 208886.60 EUR, i.e. the same amount of rent remained with the companies in Debrecen in order to reduce the losses caused by the pandemic.
Impact on regional economy (general description)	The initiative has a significant impact on the local economy: <ul style="list-style-type: none"> creates more opportunities for businesses to stay active in the difficult market, the positive results of the initiative can be measured at the local level, as it has an stimulus effect on the city's economic.



The first Qualified Consumer Friendly Personal Loan

Country name:		Hungary
Region:		The territory of Hungary
City :		n/a
Public organisation name responsible for initiative implementation	In national language	Magyar Nemzeti Bank
	In English	Hungarian National Bank
Department (if any)		n/a
Address:		1054 Budapest, Szabadság tér 9.
Webpage:		https://www.mnb.hu/mszh/

Initiative description

Title:	The first Qualified Consumer Friendly Personal Loan
Features of group/s of beneficiaries	For micro, small and medium-sized enterprises who need additional funds to cope with their difficulties caused by the COVID pandemic
Initiative / tool objective	The aim of the “Qualified Consumer-Friendly Personal Loan” rating system is to launch personal loans available from a wide range of customers: individuals and SMEs, with clear conditions, simple and fast administration.
Steps / phases / stages of tool / initiative implementation and its activities description	<p>To strengthen competition in the banking system, the Hungarian National Bank decided to extend the qualified consumer-friendly product family to personal loans. A consumer-friendly personal loan can only be taken out for credit redemption and free use. The amount of a free-purpose loan can be spent on anything, even to buy a car. General idea is to stimulate consumption and small investments in the small companies that can stimulate better and faster adaptation to change business reality (e.g. delivery in selling model on a local level).</p> <p>A consumer-friendly rating system is introduced for free-use personal loans. Financial institutions can apply for the rating based on the tender conditions published in the summer of 2020.</p> <p>Although the system has been designed on the national level, it can be implemented (for example in other countries) on the local level as well. The system of financial support of individuals and SMEs (in particular – microenterprises), includes in many countries such kind of organisations as local co-operatives banks, local micro-loan funds, etc. offering financial products for local clients. Above mentioned institutions, considering necessary central regulations can enrich their regulation by introducing similar standardization of their loan product/s. It has to be highlighted, that this solution, addressing strongly clients expectations, can be – similarly to the Hungarian solution – marketed as “Consumer-friendly”.</p>

The main aspects of the consumer-friendly concept are:

- the loan process and the predictability of instalments,
- the easy comparability of qualified offers, thereby strengthening market competition and reducing interest rate spreads.

Qualification based on voluntary applications from lenders is based on a catalogue of the following criteria (i.e. the following conditions must be met for a personal loan to be eligible for the "consumer-friendly" token):

Free use and credit exchange:

One of the great advantages of personal loans is their free use, i.e. they can even be used to replace loans - however, this practice cannot be recommended as viable in the longer run. According to the central bank's criteria, customers must be allowed to redeem a loan in all situations - this includes when the old loan can be exchanged for a better one at the same bank.

The term may not exceed seven years:

The term of a consumer-friendly personal loan may not exceed seven years. Most credit institutions in the market meet this expectation, although some offer the option of giving a personal loan for a longer-term.

Annuity repayment and fixed interest:

This condition is currently met by the banks, the applicants can still only receive a personal loan at a fixed interest rate, where the instalments are evenly distributed over the term. The disbursement fee for consumer-friendly personal loans cannot be more than 0.75 per cent of the loan amount - this is HUF 22,500 in the case of a three million forint loan. Recently, several banks have released the disbursement amount, so there are places where there is currently no need to pay this item at all.

Disbursement will take place within three working days:

- According to the MNB's condition, disbursement must take place within three days of receiving the loan application, and after 1 July 2021 - from then on 100% online application for consumer-friendly loans will be expected - the deadline will be two working days for credit institutions if the application happens online.

The prepayment fee can be a maximum of 0.5%:

- The prepayment fee is calculated by the bank based on the amount repaid by the debtor - in the case of consumer-friendly personal loans, this ratio may not be higher than half a per cent. If the debtor repays HUF 3 million, the prepayment fee may not exceed HUF 15,000. Besides, if there is less than one year left in the term, the credit institution may not charge a fee for prepayment.

This is how the maximum interest premium is formed:

According to the MNB's guidelines, the interest margin is up to 15 percentage points up to HUF 500,000 and 10 percentage points above HUF 500,000 compared to the reference value (currently the central bank base rate for personal loans). As the APR ceiling introduced due to the coronavirus epidemic runs until 31 December, all personal loans are currently eligible, at least for the initial APR. From January, however, a larger difference between the banks' offers can be expected.

To successfully start the application, the client needs:

1. valid identity card, passport or card format license issued to a permanent address in Hungary
2. In the case of an employee claimant:
 - Information certificate not older than 30 days or bank statement containing the last 3 months payment credit,
 - in the case of wages from abroad, an income certificate and bank statement not older than 30 days or an income certificate not older than 30 days,
3. In the case of a pensioner:
 - receipt of a pension to a bank account, or
 - last monthly pension voucher,

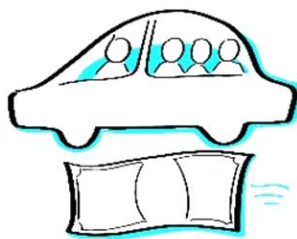
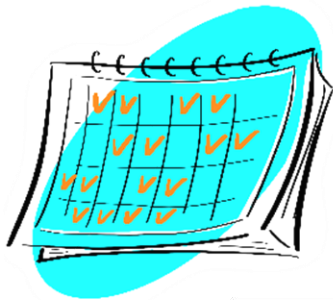
	<ul style="list-style-type: none"> • last monthly bank statement showing the pension, • subject year notice, • a certificate or decision from a Pension Payer not older than 30 days, <p>4. Sole proprietor, primary producer, small producer, lawyer, member of Public limited company Or Limited partnership:</p> <ul style="list-style-type: none"> • Expenditure certificate from the previous closed business year not older than 30 days (bank requests it from the National Tax and Customs Board), • Bank statement certifying 3 months credit. <p>The loan amount of the Qualified Consumer-Friendly Personal Loan can be used from 1374.25 EUR to 27485.08 EUR</p>
Expected result(s)	<ul style="list-style-type: none"> • The initiative can benefit lower-income personal loan applicants in particular, as they are generally unable to take advantage of high-income interest rebates and can only borrow at higher interest rates. With newer consumer-friendly products, this could change and affordable loans would become available to a wider audience. • With the widespread use of qualified products, competition in the personal loan market may intensify, interest rate spreads may decrease, digital solutions may spread, i.e. customers may receive higher quality but cheaper services. • Also, consumer-friendly personal loans will be available to all customers through full online borrowing from July 2021, which will also support the spread of digital financial services. • Products available at favourable premiums may also offset the expected rise in market interest rates following the APR limit introduced at the end of 2020 as part of the economic measures to alleviate the coronavirus epidemic. • According to the expectations of the central bank, consumer-friendly personal loans can result in the strengthening of competition, promote the provision of adequate information to customers, shorten the deadlines related to the provision of loans, and further support the widespread use of comprehensive online borrowing processes. • Introduced on the local level, this kind of activity can significantly improve the capacity of the local population towards consumption' level maintenance, and as result – maintenance of demand on products/services delivered by local companies.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation
Transferability on country of origin level (to be assessed by all Partner from specific country)	Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organisation
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • IT tools (laptop, internet, telephone) • Website operation • Creation of advertising, design • Online data sheet for personalized, free information

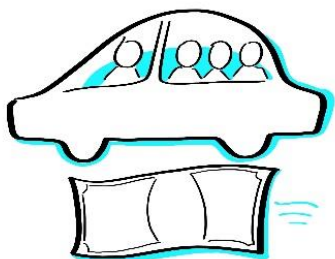
	<p>Knowledge:</p> <p>The people on the executive team has to have the following competencies:</p> <ul style="list-style-type: none"> • economic and financial knowledge and experience, • good communication skills (keeping in touch with customers), • problem-solving skills, • advisory skills, • marketing skills, enabling efficient communication of the product towards local population, <p>Proceedings:</p> <ul style="list-style-type: none"> • credible, comprehensive advice for entrepreneurs
Key success factors:	<ul style="list-style-type: none"> • Support for those who have lost their jobs due to the coronavirus and / or are unable to generate as much income or to pay their loans instalments as they could before the crisis. Consumer-friendly credit can be a solution to eliminate temporary economic problems. • Distribution of products that strengthen market competition and support the spread of digitization processes related to borrowing.
Key challenges:	<ul style="list-style-type: none"> • The loan conditions set by the bank must be met and considered creditworthy during the credit assessment. • Operationalizing of the initiative in the local conditions and estimating local consumption.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Although personal loans were particularly hard hit by the epidemic, disbursements resumed after the April. The main reason for the subdued growth is the greater degree of prudence resulting from the uncertain economic environment, both on the part of creditors and borrowers. Personal loans also play an important role in financing the population. • According to the expectations of the central bank, consumer-friendly personal loans can strengthen competition, facilitate the provision of adequate information to customers, shorten lending-related deadlines and further support the widespread use of comprehensive online borrowing processes, adapting to the corona virus. • As mentioned before, this kind of activity introduced by local financial institutions (loan funds, co-operatives banks) can significantly improve capacity of local population towards consumption level maintenance and in result – maintenance of demand on products / services delivered by local companies.

Case Studies – Moldova



Case studies list:

1. Exemption from the payment of the fee for the issuance of route sheets and the fee for the provision of passenger car transport services on the territory of Balti.
2. Suspension of the validity of lease contracts of municipally owned goods for the tenants of the municipally owned spaces, whose economic activity has been stopped, in connection with the state of emergency.
3. Compensation of expenses, losses of Municipal enterprises in Balti as a result of actions taken to prevent, reduce and eliminate the consequences of the COVID-19 pandemic.
4. SME Digitization Support Tool.
5. Supporting the economic agent by offering firewood to the employees of the cafe in the central park in Edineț municipality and hiring 3 employees for park care works.
6. Extension of the working regime of the commercial markets in Ungheni municipality.
7. Small producers fair.



Exemption from the payment of the fee for the issuance of route sheets and the fee for the provision of passenger car transport services on the territory of Balti municipality during 01.04.2020-30.09.2020

Country name:		Republic of Moldova
Region:		North Development Region
City:		Balti
Public organisation responsible for the initiative	National language	Primăria municipiului Bălți
	English	City Hall of Balti municipality
Department (if any)		General Financial-Economic Department
Address:		Balti, Piața Independenței 1 str.
Webpage:		www.balti.md
Public organisation representative:		The case has been prepared with the significant support of Dan Moraru, Head, External Relations and Investment Attraction Department, Bălți City Hall

Initiative description

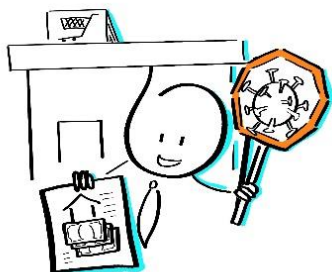
Title:	Exemption from the payment of the fee for the issuance of route sheets and the fee for the provision of passenger car transport services on the territory of Balti municipality during 01.04.2020-30.09.2020
Features of group/s of beneficiaries	7 economic agents that carry out the activity of public passenger transport on the territory of Bălți municipality whose activities took place in an incomplete volume due to the state of emergency in the Republic of Moldova caused by the COVID-19 pandemic. Technical Service LLC (15 employees in 2019), Iursenia Trans LLC (29 employees), VanFolTur LLC (30 employees), AnturTrans-Nord LLC (47 employees), Cavitan Com LLC (9 employees), TudorNord-Plus LLC (5 employees)), Enaghi Trans Nord LLC (10 employees). Total: 125 transport units.
Initiative / tool objective	Supporting the economic activity of Small and Medium Enterprises that carry out the activity of public passenger transport on the territory of Bălți municipality
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Phase 1. Notification of the need for support from the local public authority side</u></p> <p><u>Objective:</u> Requesting the support of the local public administration to support the economic activity of SMEs that carry out the activity of public passenger transport on the territory of Bălți municipality</p> <p><u>Scope of activities:</u> A group of 7 (seven) economic agents with legal headquarters in Bălți municipality and carrying out the activity of public passenger transport on the territory of Bălți municipality, together with the APADIT Public Association (Association for the Defense of Transportations' Rights and Interests) sent to the Municipal Council Bălți a series of collective letters requesting to be exempted from the fees for the issuance of route sheets and the fee for the provision of passenger car transport services on the territory of Bălți, during</p>

	<p>01.04.2020-30.09.2020, in connection with the fact that the activity took place in an incomplete volume during the state of emergency in the Republic of Moldova caused by the COVID-19 pandemic.</p> <p><u>Phase 2. Offering support to SMEs in the field of passenger transport, Balti municipality</u></p> <p><u>Objective:</u> Supporting the economic activity of SMEs that carry out the activity of public passenger transport on the territory of Bălți municipality</p> <p><u>Scope of activities:</u> Following the addressing of the economic agents, the Bălți Municipal Council approved Decision no. 11/1 of 29.09.2020 which ensured the exemption of the requesting economic agents from the payment of 125 route sheets and the payment of the tax for the passenger car transport services on the territory of Bălți municipality for 125 transport units. The value of the exemption is 230.5 thousand lei.</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • The implementation of the initiative has contributed to increasing the confidence of the business environment in Balti municipality in the capacity of the local public administration to intervene in crises with financial support • The dialogue between SMEs that carry out the activity of public passenger transport on the territory of Bălți municipality with local public authority has been improved • Increased local public authority capacities for mobilization in crises, internal organization, procedural organization, etc. <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • The implementation of the initiative contributed to the consolidation of the financial capacities of the economic agents during the state of emergency on the territory of the Republic of Moldova • The implementation of the initiative ensured the normal operation of public passenger transport on the territory of Balti during the state of emergency • The continuity of the passenger service in Bălți municipality was ensured

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Basic office' infrastructure • Technology: <ul style="list-style-type: none"> ○ Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection)

	<p>Knowledge:</p> <ul style="list-style-type: none"> Competencies of members of implementing team: <ul style="list-style-type: none"> Knowledge in the field of local public finances Competences for organizing local public affairs, including openness to cooperation and negotiation Communication skills and constructive dialogue with SME representatives in the field of passenger transport Procedures: <ul style="list-style-type: none"> Approval and execution of the Decision of the Municipal Council Existence of internal procedures for the reallocation of local public financial resources in crises (ad-hoc)
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> Costs for route sheets (price 1 sheet 40 lei * 125 sheets) Charge costs for passenger transport services
	<p>Amounts of costs to be financed:</p> <ul style="list-style-type: none"> Depending on the prices set locally The value of the exemption is 230.5 thousand lei (approx. 11,200 EUR).
Key success factors	<ul style="list-style-type: none"> Efficient communication between economic agents and local public administration The intention of the local public administration to ensure economic competitiveness at the local level Operational capacities of local public authority to react to crises Increased level of flexibility and openness to the dialogue of local public authority with the local business sector
Key challenges	<ul style="list-style-type: none"> The initiative was organized without major challenges, the activities were implemented based on already existing, cooperation between key local actors / decision – makers.
Impact on regional economy (general description)	<ul style="list-style-type: none"> Given the fact that Balti is an important economic, social and cultural centre in the Northern Development Region of the Republic of Moldova, and in this regard, daily, the municipality is visited by residents of neighbouring towns and villages who have jobs in the urban environment, the support provided to the economic agents that carry out their activity in the field of passenger transport has a significant impact on the regional economy. Ensuring traffic in the area, continuity of passenger transport service Increasing the constructive dialogue between local public authorities and SMEs in the field of passenger transport in Balti (a positive precedent for cooperation between the public and private sectors in the region)



Suspension of the validity of lease contracts of municipally owned goods for the tenants of the municipally owned spaces, whose economic activity has been stopped, in connection with the state of emergency

Country name:		Republic of Moldova
Region:		North Development Region
City:		Balti
Public organisation responsible for the initiative	National language	Primăria municipiului Bălți
	English	City Hall of Balti municipality
Department (if any)		General Financial-Economic Department
Address:		Balti, Piața Independenței 1 str.
Webpage:		www.balti.md
Public organisation representative:		The case has been prepared with the significant support of Dan Moraru (Head, External Relations and Investment Attraction Department, Balti City Hall) and Vitalie Balan (Head, Legal Department, Balti City Hall)

Initiative description

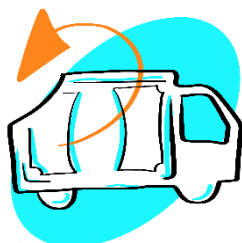
Title:	Suspension of the validity of lease contracts of municipally-owned goods for the tenants of the municipally-owned spaces, whose economic activity has been stopped, in connection with the state of emergency
Features of group/s of beneficiaries	9 economic agents from Bălți municipality, tenants of the municipally-owned spaces, whose economic activity was stopped, in connection with the state of emergency in the Republic of Moldova, between March 17 and May 15, 2020 due to COVID19 epidemic. Economic activities organized in municipally owned spaces: in the town hall building, in schools, in the library, the Culture and Youth Centre from Bălți municipality, etc.
Initiative / tool objective	Supporting the economic activity of the economic agents from Bălți municipality, tenants of the municipally-owned spaces in the pandemic situation. Ensuring the continuity of economic activities provided by the 9 agents (in such fields as sales, printing services, office supplies, dance training services, beauty services, etc.) after the state of emergency ended.
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Step 1. Local Public Authority self-notification and initiation of support organization</u></p> <p><u>Objective:</u> Initiating the legal steps for modifying the contractual relations with the tenants from the municipally-owned spaces to recalculate the rent payments for the period of cessation of economic activities.</p> <p><u>Scope of activities:</u></p> <p>Following the establishment of the state of emergency on the territory of the Republic of Moldova, through the dispositions / decisions of the Commission for Exceptional Situations</p>

	<p>of the Republic of Moldova and the Extraordinary National Commission of Public Health, it was ordered the cessation of economic activities for some economic fields. This fact determined the objective incapacity of the economic agents targeted by the respective decisions to honour their payment obligations for renting the public spaces in municipal ownership. In this sense, the City Hall of Balti initiated the procedure of suspending the validity of leases of municipal property, respectively the modification of contractual relations, aiming to recalculate payments for rent for the period of cessation of economic activities.</p> <p><u>Step 2. Organising the support of the activity of SMEs from Bălți municipality</u></p> <p><u>Objective:</u> Supporting the economic activity of 9 Small and Medium Enterprises in Balti</p> <p><u>Scope of activities:</u></p> <p>Bălți Municipal Council approved Decision no. 6/3 of 10.07.2020 which ensured the suspension of the validity of some lease contracts of the municipal property, fact which determined the exemption of 9 economists from Bălți municipality from the payment for the lease of the municipally-owned spaces. The value of the exemption constituted 78,844.44 lei.</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • The implementation of the initiative has contributed to increasing the role of the local public administration authority in local economic development • Strengthen internal procedures and the skills of LPA staff to act in crises <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • The implementation of the initiative contributed to the consolidation of the financial capacities of the economic agents during the state of emergency on the territory of the Republic of Moldova • The implementation of the initiative limited the increase of prices for goods and services provided by economic agents • Ensuring the continuity of economic activities provided by the 9 agents (sales, printing services, office supplies, dance training services, beauty services, etc.) after the state of emergency ended.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without fulfilment of demanding requirements by adopting organization

Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Basic office infrastructure • Technology: <ul style="list-style-type: none"> ○ Electronic system / Register of leased municipal property ○ Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection)
	<p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ○ Knowledge in the field of local public finances ○ Competences in the field of legal advice and public property/patrimony • Procedures: <ul style="list-style-type: none"> ○ Approval and execution of the Decision of the Municipal Council ○ Evidence of the Register of municipally-owned assets leased
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Costs for renting municipal property (depending on prices set locally) <p>Amounts of costs to be financed:</p> <ul style="list-style-type: none"> • The value of the exemption is 78.844,44 lei (approx. 4 000 EUR).
Key success factors:	<ul style="list-style-type: none"> • Efficient communication between economic agents and local public administration • Credibility of local public administration • Ability of the Local Public Authority to act in crises
Key challenges:	<ul style="list-style-type: none"> • Analysis of the legal framework that allows the suspension of the validity of leases of municipally-owned property • Reducing the share of revenues in the local budget (missed revenues)
Impact on regional economy (general description)	<ul style="list-style-type: none"> • The implementation of the action has a local impact, 9 economic agents did not pay the rent during the emergency period caused by the pandemic. • Ensuring the continuity of economic activities provided by the 9 agents (sales, printing services, office supplies, dance training services, beauty services, etc.) after the state of emergency ended.



Compensation of expenses, losses of Municipal Enterprises in Balti as a result of actions taken to prevent, reduce and eliminate the consequences of the COVID-19 pandemic

Country name:		Republic of Moldova
Region:		North Development Region
City:		Balti
Public organisation responsible for the initiative	National language	Primăria municipiului Bălți
	English	City Hall of Balti municipality
Department (if any)		General Financial-Economic Department
Address:		Balti, Piața Independenței 1 str.
Webpage:		www.balti.md
Public organisation representative:		The case has been prepared with the significant support of Dan Moraru (Head, External Relations and Investment Attraction Department, Balti City Hall) and Ghenadie Smulschii (Deputy Mayor Financial-Economic field)

Initiative description

Title:	Compensation of expenses, losses of Municipal Enterprises in Balti as a result of actions taken to prevent, reduce and eliminate the consequences of the COVID-19 pandemic
Features of group/s of beneficiaries	<ul style="list-style-type: none"> 8 Municipal Enterprises (ME) from Bălți municipality that took actions in order to prevent, reduce and eliminate the consequences of the COVID-19 pandemic. (ME Baltic Road Repairs and Constructions, Territorial Planning and Green Spaces, Balti Hotel, Supply, Trolleybus Department, Residential-Communal Household, Our Language).
Initiative / tool objective	<ul style="list-style-type: none"> Supporting the economic activity of the Municipal Enterprises from Bălți municipality and ensuring the continuity of the activities carried out by ME
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Step 1. Requesting support from Local Public Authority</u></p> <p>Requesting the support of the local public administration in order to maintain the economic activity of the Municipal Enterprises in Balti</p> <p>Scope of activities (activities description):</p> <p>8 (eight) Municipal enterprises with legal headquarters in Bălți municipality sent to the Bălți Municipal Council addresses/letters with the request regarding the compensation of expenses and losses resulting from the actions undertaken in order to prevent, reduce and eliminate the consequences of the COVID-19 pandemic.</p> <p><u>Step 2. Organising the provision of support</u></p> <p>Supporting the economic activity of the Municipal Enterprises from Bălți municipality</p> <p>Purpose of activities (description): Following the requests of the Municipal Enterprises, the Balti Municipal Council approved Decision no. 5/5 of 05.06.2020 and Decision no. 6/6 of 10.07.2020 which ensured the compensation of expenses and losses resulting from the</p>

	actions taken in order to prevent, reduce and eliminate the consequences of the COVID-19 pandemic. The value of the support provided is 5,963,800 lei. The financial means were allocated from the reserve fund of Bălți City Hall.
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • The implementation of the initiative contributed to the consolidation of the role of the Balti Municipal Council as the founder of the Municipal Enterprises • Development of LPA managerial capacities, consolidation of procedures in crisis situations <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • The implementation of the initiative contributed to the consolidation of the financial capacities of the economic agents during the state of emergency on the territory of the Republic of Moldova • The continuation of services to citizens was ensured • Continuing the accumulation of income during a pandemic and the continuity of economic activity

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ◦ Basic office infrastructure of LPA • Technology: <ul style="list-style-type: none"> ◦ Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection) <p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ◦ Knowledge in the field of local public finances ◦ Communication skills • Procedures: <ul style="list-style-type: none"> ◦ Approval and execution of the Decision of the Municipal Council ◦ Procedures regarding the representation of the Municipal Council within the ME <p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Costs to compensate for expenditures and losses resulting from actions taken to prevent, mitigate and eliminate the consequences of the COVID-19 pandemic <p>Amounts of costs to be financed:</p> <ul style="list-style-type: none"> • The value of the support granted is 5,963,800 lei (approx. 285,300 EUR).
Key success factors:	<ul style="list-style-type: none"> • Local public administration strategy to support municipal enterprises • Effective communication between LPA and IM, including effectively applied administrative tools
Key challenges:	<ul style="list-style-type: none"> • The initiative was organized without major challenges.

Impact on regional economy (general description)	<ul style="list-style-type: none">• Mitigation of unemployment risks• Ensuring the continuation of services to citizens
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SME Digitization Support Tool

Country name:		Republic of Moldova
Region:		Republic of Moldova
City:		Republic of Moldova
Public organisation responsible for the initiative	National language	Organizația pentru Dezvoltarea Sectorului Întreprinderilor Mici și Mijlocii (ODIMM)
	English	Organization for Small and Medium Enterprises Sector Development (ODIMM)
Department (if any)		SME Digitization Department
Address:		Bd. Ștefan cel Mare și Sfânt no. 134, et. 3, MD-2012, Chisinau, Republic of Moldova
Webpage:		SMEs digitization - Organizația pentru Dezvoltarea Sectorului IMM (odimm.md)

Initiative description

Title:	SME Digitization Support Tool
Features of group/s of beneficiaries	Small and medium enterprises in the Republic of Moldova, defined by Law no. 179/2016 on small and medium enterprises, regardless of the type of ownership and legal form of organization, except for individuals operating under the entrepreneurial patent and of legal persons under public law. SMEs with digitization needs, which have IT equipment and internet connection, which would allow them to capitalize on the support provided; have basic knowledge of using office, web, social media and google resources.
Initiative / tool objective	<p>The instrument aims to support technology transfer and digital development of small and medium-sized enterprises to exploit their innovative potential, including facilitating their access to internal and external markets.</p> <p>Objectives:</p> <ul style="list-style-type: none"> Improving the knowledge and skills of entrepreneurs on e-commerce opportunities and conversion of sales of finished products through e-commerce tools; Facilitating the access of SMEs to support services in the way of digitization, planning, understanding and adoption of digitization tools; Strengthen the capacity of business support institutions to provide qualified information to SMEs on e-commerce facilitation.
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Phase 1. Regulation of the instrument</u> Objective: Initiation and regulation of the initiative Scope of activities (activities description):</p> <p>The instrument is implemented being regulated by the Order no. 100 of 26.05.2020 of the Ministry of Economy and Infrastructure of the Republic of Moldova, which describes the implementation process.</p> <p><u>Phase 2. Strengthening the institutional and operational framework</u> Objective: Establishing the institutional framework</p>

	<p>Purpose of activities (description): ODIMM was appointed responsible for the implementation of the instrument, within which a unit dedicated to the instrument was established. The Implementation Manual was developed, including all the competition documentation, evaluation and other related operations. The coordination of the implementation of the instrument is carried out by a Supervisory Committee of the Instrument (min 5 members).</p> <p><u>Step 3: Launching the call and evaluation of the applications</u> Objective: Organising the call Purpose of activities (description): Publication of the call announcement on various channels, provision of consultations to applicants, receipt of applications and evaluation by the Commission, selection of applicants according to requirements.</p> <p><u>Step 4: Providing support through information and communication</u> Objective: Rising awareness of SMEs concerning the importance of digitization and IT tools Purpose of activities (description): Informing SMEs about the benefits, importance and advantages of digitizing the company's activity by organizing webinars and online events on relevant topics. Promoting the consumption of local products, the use of e-commerce platforms and tools and the need for support of local businesses by highlighting the economic and social benefits, as well as their transposition into audio, video, images and articles. Promoting the success stories of local businesses that have managed to comply with new market conditions and those that have managed to maintain / improve their positions due to e-commerce.</p> <p><u>Step 5: Providing support through entrepreneurship training and education</u> Objective: Strengthening the knowledge of SMEs in e-commerce Purpose of activities (description): Development and application of a mechanism for self-assessment of the degree of readiness of SMEs for e-commerce. Development of guidance and support materials for entrepreneurs in the process of orientation towards e-commerce, digitization of resource management systems, adoption of digital technologies and digital marketing. Conducting training courses to guide SMEs towards e-commerce, digitization of resource management systems, adoption of digital technologies and digital marketing.</p> <p><u>Step 6: Providing support through financial aid of two types:</u> 1) "Business Voucher" for accessing consulting and mentoring services of SMEs to develop their website, set up on social pages, develop an online profile and describe the activity of the company and its products; web page development / adjustment and adherence to marketplace platforms, which offer online payment possibilities and integrated logistics aspects. The value of the financial support in the form of a "business voucher" can constitute 100% of the investment amount, but not more than 20 thousand lei / per beneficiary. 2) "Grant" for the purchase of equipment and software for innovation and introduction of new technologies in the context of the digitalisation of SMEs and to eliminate / minimize the risks imposed by the market. The value of the financial support in the form of a Grant constitutes up to 90% of the amount of the investment project, but not more than 200 thousand lei / per beneficiary, and the beneficiary enterprise comes with its financial contribution of at least 10% of the amount of the investment project.</p> <p><u>Step 7: Monitoring and evaluation</u> Monitoring is performed by two methods: 1. Ex officio monitoring involves questioning the beneficiary about the provision of relevant information (e.g. progress, difficulties encountered, etc.). Based on the monitoring activities, the Post-financing Monitoring Form is prepared (The standard model of the</p>
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	<p>monitoring form will be approved by the internal evaluation committee), signed by the ODIMM employee, which is included in the Beneficiary's non-reimbursable financing file.</p> <p>2. Field monitoring, provides for the visit to the place of business and aims to confirm the degree of realization of the investment, the reality, legality and existence of economic and financial operations. Based on the monitoring activities, the Post-financing Monitoring Form is drawn up, signed by the ODIMM employee and the Beneficiary, which is included in the Beneficiary's non-reimbursable financing file, in original.</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> • Development of procedures for organizing the competition and selection • Specialization in providing thematic support to SMEs in times of crisis <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> • 57 SMEs benefited from grants and purchased equipment and software, implemented new digitization technologies. • 123 SMEs benefited from vouchers and developed their own web pages, promoted their products on social networks, joined marketplace platforms, implemented online payments.

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> • Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> • Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ○ Basic office infrastructure and working space for the implementation team (specialized department) • Technology: <ul style="list-style-type: none"> ○ Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection) <p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ○ Human resources specialized in organizing grant competitions ○ Digitization and e-commerce specialists for consulting SMEs in the grant application and support implementation process ○ Broad communication skills with SMEs from various sectors, across the country • Procedures: <ul style="list-style-type: none"> ○ Operational manual ○ Procedures for organizing the grant call ○ Evaluation and selection procedures ○ Grant award procedures ○ Monitoring and evaluation procedures <p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Human and institutional resource costs • Grant own contribution costs <p>Amounts of costs to be financed:</p> <ul style="list-style-type: none"> • The value of the support granted is 10,5 million lei (approx. 5 million EUR).

Key success factors:	<ul style="list-style-type: none"> • Orientation of support policies towards the real needs of SMEs in times of crisis according to the market requirements. • Intensive promotion of the support tool and direct communication with SMEs.
Key challenges:	<ul style="list-style-type: none"> • Organizing the call meanwhile ongoing pandemic. • Changing the paradigm of companies from traditional sales to e-commerce that require not only equipment but also specific skills, special strategies.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • The impact on the regional and national economy is substantial, as 180 SMEs across the country have received direct support. • As a result, 180 SMEs have improved their e-commerce processes by adapting to new market requirements in the circumstances of the pandemic. • Companies have become more visible in the online space with e-commerce tools to sell products / services both on the local and foreign market. • However the support scheme has been implemented on the country level and therefore the implementation on the local level can be limited in regard of financial resources, the initiative can serve as inspiration for set-up of procedures of support schemes organized by local authorities (see: "Steps:").



Supporting the economic agent by offering firewood to the employees of the cafe in the central park in Edineț municipality and hiring 3 employees for park care works

Country name:		Republic of Moldova
Region:		North Development Region
City:		Edinet municipality
Public organisation responsible for the initiative	National language	Primăria municipiului Edineț
	English	City Hall of Edinet municipality
Department (if any)		-
Address:		Octavian Cîrîmpei 30 str.
Webpage:		www.primariaedinet.md Facebook
Public organisation representative:		The case has been prepared with the significant support of Marina Vorbanet (main specialist, Edinet City Hall) and Constantin Cojocaru (Mayor of Edinet)

Initiative description

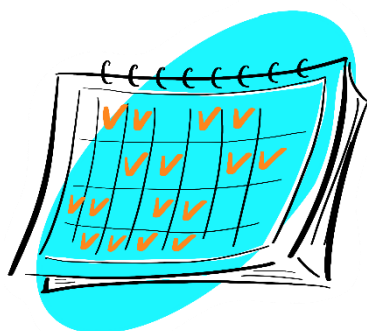
Title:	Supporting the economic agent by offering firewood to the employees of the cafe in the central park in Edineț municipality and hiring 3 employees for park care works
Features of group/s of beneficiaries	<ul style="list-style-type: none"> Cafe S.C. CARO-SERVICE S.R.L. is located in the centre of Edinet, at the entrance of the Public Garden "Vasile Alecsandri" - the central park of the city. The cafe has been operating since 1996 and has 37 employees. The cafe was affected by the pandemic with low incomes to remunerate employees.
Initiative / tool objective	<ul style="list-style-type: none"> Supporting the economic agent to keep the jobs of the employees during the pandemic crisis, by providing firewood as a form of remuneration for cleaning works in the park and later by subcontracting 3 of them by the mayor's office for landscaping works in the Public Garden "Vasile Alecsandri". Due to the collaboration between the mayor's office and the cafe, several food products were collected from the economic agents operating in Edineț municipality, and the cafe ensured the preparation of 69 lunches for a month for the people severely affected by the pandemic.
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Step 1. Organising landscaping and cleaning activities in the central park</u></p> <p>Objective: Seasonal cleaning of the park with the involvement of the cafe employees</p> <p>Scope of activities (activities description):</p> <p>For the purpose of the seasonal cleaning of the "Vasile Alecsandri" Public Garden in Edineț municipality, in December 2020, volunteer activities were organized by the mayor's office, at which a total of 27 people participated. During these activities, 5 employees of the cafe were also involved.</p>

	<p><u>Step 2. Remuneration café's employees with wood</u></p> <p>Objective: Maintain the jobs of the cafe employees by remunerating them with firewood Purpose of activities (description): Following the collaboration / discussions between the mayor's office and the economic agent, the wood resulting from the cleaning of the park (which is a large one - 44.5 ha, with various species of trees) was offered to the 5 employees of the cafe, so as due to the pandemic the economic agent has difficulties in paying salaries to the employees. A total of 80m2 (firewood) was offered.</p> <p><u>Step 3. Hiring by the mayor's office of 3 employees of the cafe</u></p> <p>Objective: Offering the support of the economic agent to maintain the employees Purpose of the activities (description): The mayor's office has concluded employment contracts with 3 people who also work in the cafe, so that during the pandemic the employees keep their work and salaries. The employment contracts refer to maintenance/cleaning works in the "Vasile Alecsandri" Public Garden. Thus, 1 person was employed full-time, and 2 people - part-time, for the period 12.01.2021 - 31.12.2021 (Mayor's order no. 6-C, 10-C, 11-C of 12.01.2021).</p> <p><u>Step 4. Collaboration between the town hall and the cafe for the preparation of social lunches</u></p> <p>Objective: Providing support to people affected by the pandemic Purpose of the activities (description): Due to the collaboration between the mayor's office and the cafe, a lot of food products were collected from the economic agents operating in Edineț municipality (as donations), and the cafe ensured the preparation of 69 lunches for a month for the people severely affected by the pandemic (old people, sick people, isolated people, etc.).</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> Improving the direct communication of the mayor's office with the economic agents in the process of collecting products for social lunches and the communication with the cafe in the central park Adding the auxiliary care staff of the central park <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> Keeping the employees workplaces Increasing the social utility of the company (cafe) by voluntary involvement in the preparation of social lunches

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization <i>*depends on the available natural resources (the wood)</i>

Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> • Offices: <ul style="list-style-type: none"> ◦ Basic office infrastructure of LPA • Technology: <ul style="list-style-type: none"> ◦ Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection) <p><i>* equipment is needed to organize the activities of landscaping and cleaning of the park (mainly gardening tools)</i></p>
	<p>Knowledge:</p> <ul style="list-style-type: none"> • Competencies of members of implementing team: <ul style="list-style-type: none"> ◦ Effective communication with economic agents ◦ Adapting a simplistic style in solving economic and social problems ◦ Knowledge of the needs of economic agents and their employees, in times of crisis • Procedures: <ul style="list-style-type: none"> ◦ Procedures for approving and executing local acts ◦ Procedures for employment ◦ Procedures for providing natural resources (wood) in exchange for work performed
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> • Gardening equipment and tools • Wood delivery costs (special car and fuel, driver) • Protective equipment (masks, gloves, disinfectant) during park cleaning works <p>Amounts of costs to be financed:</p> <ul style="list-style-type: none"> • Approx. 300 EUR
Key success factors:	<ul style="list-style-type: none"> • The receptivity of local authorities to the needs of economic agents on concrete cases. • The personal and direct involvement of the mayor in the dialogue with the economic agent.
Key challenges:	<ul style="list-style-type: none"> • The initiative was organized without major challenges.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Mitigation of unemployment risks. Maintaining jobs for cafe employees during a pandemic with difficulty in paying salaries. • Creating positive precedents (good practices) of collaboration between the public and private sector at the local level.



Extension of the working regime of the commercial markets in Ungheni municipality

Country name:		Republic of Moldova
Region:		Development Region Center
City:		Ungheni municipality
Public organisation responsible for initiative	National language	Primăria mun. Ungheni
	English	City Hall of Ungheni municipality
Department (if any)		-
Address:		MD-3600 Ungheni, Nationala str. No. 7, Republic of Moldova
Webpage:		http://ungheni.md/
Public organisation representative:		The case has been prepared with the significant support of Vera Poia, deputy mayor responsible for the economic field, Ungheni municipality.

Initiative description

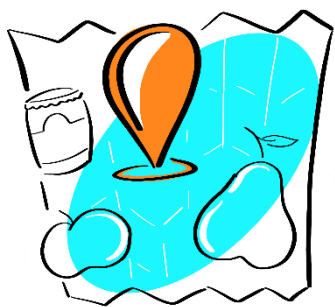
Title:	Extension of the working regime of the commercial markets in Ungheni municipality
Features of group/s of beneficiaries	The initiative refers to economic agents (trading in goods and services) that operate on the territory of commercial markets on the territory of Ungheni municipality: Coopcomert Market of UCOOP Ungheni, "Setraco" Market, "Pitulicea" Market.
Initiative / tool objective	<ul style="list-style-type: none"> • Creating working conditions during the pandemic for economic agents in the commercial markets of Ungheni municipality by extending the working regime from 2 days a week to 4 or more days a week, each market having different days of activity. • Avoiding congestion in local commercial markets, by limiting the program being caused by crowds of buyers.
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Step 1. Request for LPA support from economic agents operating in the markets of Ungheni</u></p> <p><u>Objective:</u> Notification of the LPA regarding the need to extend the work program of the commercial markets in Ungheni municipality</p> <p><u>Purpose of activities:</u></p> <p>A group of economic agents operating in the commercial markets of Ungheni municipality submitted to the Ungheni town hall notifications regarding the need to extend the working hours of the markets from 2 days a week to 4 or more days. The need is based on the reduced schedule of the markets, which makes difficult the activity of the economic agents, 2 days a week being insufficient for the agents to realize their goods, and for the buyers being inconvenient to purchase goods – all these causing crowds both of buyers and economic agents.</p>

	<p><u>Step 2. Establishing the new extended activity regime of the commercial markets in Ungheni municipality</u></p> <p><u>Objective:</u> To regulate the extended working regime of the commercial markets in Ungheni municipality from 2 to 4 or more days per week.</p> <p><u>Purpose of activities:</u> The Deputy Mayor for Economic Affairs informed the Municipal Council and Decision no. 5/7 of 17.07.2020 regarding the working regime of the commercial markets on the territory of Ungheni municipality was approved. The extended program is: for Coopcomert UCOOP Ungheni Market - Tuesday, Thursday, Saturday and Sunday, and "Setraco" and "Pitulicea" Markets will be active - Monday, Tuesday, Wednesday, Thursday, Friday, Saturday, Sunday.</p> <p><u>Step 3. Execution of the decision regarding the new activity regime of the markets from Ungheni municipality</u></p> <p><u>Objective:</u> Implementation of the new extended activity regime of the markets in Ungheni municipality</p> <p><u>Purpose of activities:</u> The decision of the Municipal Council was brought to the attention of the market administrations and economic agents operating in the markets of Ungheni municipality, as well as to the general public (citizens).</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> Strengthening the communication with the economic agents and the receptivity of the LPA to the needs of the economic agents in a pandemic period <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> Creating comfortable conditions for carrying out trade activity for economic agents, but also citizens / buyers Continuity of commercial activity during the pandemic Ensuring the accumulation of sales revenues in commercial markets

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> High – the initiative / tool can be transferred without the fulfillment of demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> High – the initiative / tool can be transferred without the fulfillment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> Offices: <ul style="list-style-type: none"> Basic office infrastructure and working spaces for the implementation team (specialized department) Technology: <ul style="list-style-type: none"> Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection)

	<p>Knowledge:</p> <ul style="list-style-type: none"> Competencies of members of implementing team: <ul style="list-style-type: none"> Communication skills with economic agents and citizens Crisis management skills Procedures: <ul style="list-style-type: none"> Procedures for approving and executing legal local acts Procedures for informing the economic agents and the public regarding the activity of the spaces of public interest
	<p>Types (categories) of costs to be covered:</p> <ul style="list-style-type: none"> No special costs were recorded
Key success factors:	<ul style="list-style-type: none"> The high level of receptivity of the mayor's office towards the real needs of the economic agents activating in the markets from Ungheni municipality. Procedural efficiency regarding the establishment of an extended working regime of the markets in Ungheni municipality. Constructive dialogue between economic agents and LPA, including collaboration experience.
Key challenges:	<ul style="list-style-type: none"> Compliance with hygiene rules to prevent the spread of the virus in commercial markets.
Impact on regional economy (general description)	<ul style="list-style-type: none"> 3 local and regional markets operating on an extended basis. More than 100 local and regional economic agents (including from the neighbouring localities, from Ungheni district) trading in goods and services within the markets of Ungheni municipality in an extended regime, which ensures continuity of commercial activity and the accumulation of income or even their growth. Access of buyers / citizens from the entire Ungheni district (74 localities, with approx. 100 000 inhabitants in total) to services and goods traded by economic agents in the commercial markets of Ungheni municipality for more days a week.



Small producers fair

Country name:		Republic of Moldova
Region:		North Development Region
City:		Drochia
Public organisation responsible for the initiative	National language	Primăria or. Drochia
	English	City Hall of Drochia
Department (if any)		-
Address:		Independentei av., no. 15-a, MD – 5202, Drochia city, Republic of Moldova
Webpage:		https://primariadrochia.md/ https://www.facebook.com/PrimariaDrochia/posts/1551649585032891
Public organisation representative:		The case has been prepared with the significant support of Elena Parasca (main specialist, Drochia City Hall).

Initiative description

Title:	Small producers fair
Features of group/s of beneficiaries	<ul style="list-style-type: none"> 22 local small producers from the city and district of Drochia, but also from other regions of the country. Mainly producers of artisanal goods and food, crafts.
Initiative / tool objective	<ul style="list-style-type: none"> Supporting local producers during the pandemic and facilitating the direct relationship between producer and consumer.
Steps / phases / stages of tool / initiative implementation and its activities description	<p><u>Step 1. Submission of the application for the initiative to organize the fair</u></p> <p>Objective: Enunciation of the initiative and intention to organize a fair of small producers. Scope of activities (activities description): Tatiana Melnic, the director of SRL MELTAN submitted a request to the mayor of Drochia to organize an open-air fair to provide a sales platform for small producers in the city and Drochia district during the pandemic.</p> <p><u>Step 2. Taking the decision of the mayor's office regarding the organization of the fair</u></p> <p>Objective: Decision on the organization of the fair. Purpose of the activities (description): Following the discussions and consultations inside the mayor's office, the Mayor's Disposition was issued - no. 2 of 18.02.2021 regarding the permission to organize and conduct the fair on 20 - 21.02.2021 (8.00-17.00) on the pedestrian street in the Drochia city.</p> <p><u>Step 3. Measures of organizing the fair</u></p>

	<p>Objective: Ensuring the good organization of the fair</p> <p>Purpose of the activities (description):</p> <p>Tatiana Melnic (the person who came up with the initiative) was appointed as responsible person of the event. The Police Sector no. 1 of Police Inspectorate Drochia was informed in order to ensure the public order during the event. City Hall Drochia was responsible for promoting the event through various channels (TV, online, etc.). City Hall Drochia provided the public space and the necessary infrastructure on the pedestrian street for the organization of the fair, and each entrepreneur arranged his own place (tables, stands, products, etc.).</p> <p><u>Step 4. Organising the event</u></p> <p>Objective: Selling the products of small producers during the pandemic.</p> <p>Purpose of the activities (description):</p> <p>On February 20 and 21, 2021, the fair of small producers was organized with the participation of 22 producers from Drochia district, but also from Hincesti, Riscani, Strasenii, Chisinau. The event took place on the pedestrian street in Drochia.</p>
Expected result(s)	<p><u>Initiative / tool organisation dimension (what kind of added-value the initiative / tool brings for the implementing organization?):</u></p> <ul style="list-style-type: none"> Promoting the image of the City Hall as a partner of the small producers event Establishing dialogue with the local business sector in order to identify solutions in times of crisis <p><u>Beneficiaries dimension (what kind of added-value the initiative / tool brings for the Target Group members?):</u></p> <ul style="list-style-type: none"> Selling goods during the pandemic Accumulation of income and promotion of business at the regional level

Transferability

Transferability to other countries (to be assessed by all Project Partners)	<ul style="list-style-type: none"> Medium – the initiative / tool can be transferred with the fulfilment of some demanding requirements by adopting organization
Transferability on country of origin level (to be assessed by all Partner from specific country)	<ul style="list-style-type: none"> High – the initiative / tool can be transferred without the fulfilment of demanding requirements by adopting organization
Necessary resources	<p>Technical infrastructure:</p> <ul style="list-style-type: none"> Offices: <ul style="list-style-type: none"> Basic office infrastructure of LPA Technology: <ul style="list-style-type: none"> Basic ICT infrastructure (telephone, printer, e-mail, computer, internet connection) <p>* infrastructure of public spaces (open spaces, access roads for buyers, sellers, electricity, etc.)</p> <p>Knowledge:</p> <ul style="list-style-type: none"> Competencies of members of implementing team: <ul style="list-style-type: none"> Effective communication with economic agents Operativity in decision making Efficiency in organizing public events Skills for promoting events of public interest Procedures: <ul style="list-style-type: none"> Procedures for approving and executing local acts Procedures for organizing public events in open spaces Procedures for promoting public events

	Types (categories) of costs to be covered: <ul style="list-style-type: none"> • No special costs were recorded
Key success factors:	<ul style="list-style-type: none"> • The receptivity of local authorities to the needs of economic agents on concrete cases. • The personal and direct involvement of the mayor in organizing the event. • The efficiency of the mayor's office team in organizing public events.
Key challenges:	<ul style="list-style-type: none"> • The initiative was organized without major challenges.
Impact on regional economy (general description)	<ul style="list-style-type: none"> • Facilitation of sales for 22 local and regional producers and stimulate revenue accumulation during the pandemic. • Applying alternative trade platforms and promoting direct producer-consumer relationship at regional level. • Creating positive precedents (good practices) of collaboration between the public and private sector at the local level.

Notes



• Visegrad Fund

The project is co-financed by the Governments of Czechia, Hungary, Poland and Slovakia through Visegrad Grants from International Visegrad Fund. The mission of the fund is to advance ideas for sustainable regional cooperation in Central Europe. www.visegradfund.org www.public4sme.eu