Grant Agreement with non-German recipients

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONFIDENTIAL

The

National and Kapodistrian University of Athens
6 Christou Lada Street
10561 Athens
Greece

- hereinafter referred to as the 'Recipient'

and

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH
Dag-Hammarskjöld-Weg 1 - 5
65760 Eschborn
Federal Republic of Germany

- hereinafter referred to as 'GIZ' –

herewith enter into the following Grant Agreement (hereinafter referred to as the 'Agreement') for the GIZ project:

European Climate Initiative (EUKI) – Detail: Green Pre-Incubators for Just Transition

Country: Greece, North Macedonia

Communication details (must be quoted in all correspondence)
Agreement number: 81321551
Project processing number: 23.9264.5-002.40

Unit responsible for the GIZ budget
Organisational unit: 7190
Responsible officer: stefan.bundscherer@giz.de

InS Contract Management
Organisational unit: 7820
Responsible officer: jessica.boerner@giz.de

Financial management of the contract
Organisational unit: 7810
Responsible officer: yvonne.jansen1@giz.de

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn, Germany

Friedrich-Ebert-Allee 32 + 36
53113 Bonn, Germany
T +49 228 4460-0
F +49 228 4460-1766

Dag-Hammarskjöld-Weg 1–5
65760 Eschborn, Germany
T +49 6196 79-0
F +49 6196 79-1115

E info@giz.de
I www.giz.de

Registered at
Local court (Amtsgericht)
Bonn, Germany
Registration no. HRB 18384
Local court (Amtsgericht)
Frankfurt am Main, Germany
Registration no. HRB 12394
VAT no. DE 113891176
Tax no. 040 250 56973

Chairperson of the Supervisory Board
Niels Annen, State Secretary

Management Board
Thorsten Schäfer-Gümbel (Chair)
Ingrid-Gabriela Hoven (Vice-Chair)
Anna Sophie Herken

Commerzbank AG Frankfurt am Main
BIC (SWIFT): COBADEFFXXX
IBAN: DE45 5004 0000 0588 9555 00

The basis for the Grant provided to the Recipient is the commission from the Federal Ministry for the Environment, Climate Action, Nature Conservation and Nuclear Safety (BMUKN) (hereinafter referred to as 'Commissioning Party') dated 14.08.2024. GIZ shall provide the Grant pursuant to this Agreement exclusively on behalf of and for the account of the Commissioning Party.

1. Grant amount and term

1.1 GIZ shall provide the Recipient with a Grant amounting to

up to EUR 509,000.00

1.2 The Recipient shall use the Grant exclusively for the agreed purpose within the framework of the project specified under Section 2 and on the basis of the Recipient's Budget **(Annex 1)** submitted by cost category to meet the costs of the following budget lines:

1.	Staff	up to	EUR	117,077.80
2.	External services	up to	EUR	58,433,29
3.	Transport costs/travel expenses	up to	EUR	14,798.00
4.	CO_2 Compensation	up to	EUR	600.00
5.	Procurement of materials and equipment	up to	EUR	0.00
6.	Other costs/consumables	up to	EUR	0.00
7.	Funds for direct support to third party beneficiaries	up to	EUR	0.00
8.	Fair shared costs	up to	EUR	0.00
9.	Administration costs (10% on budget line 1 – 8)	up to	EUR	19,090.91
10.	Forwarding of funds to third-party recipients	up to	EUR	299,000.00

The Budget is based on the notes in the Budget sheet **(Annex 1)** and the definition of the budget lines in Section I of the Requirements for Grant Recipients regarding Budget and Financial Processing **(Annex 3a)**.

The Recipient must ensure the efficient and economical use of funds.

Double financing of the actual costs from other grants or long-term loans is not permitted. The amount referred to in Section 1.1 is the maximum amount of the Grant.

1.3 The Grant is made available for the period from **01.12.2025** to **31.03.2028** (Grant period). Costs that do not fall within the Grant period are not eligible.

1.4 Reallocations between the sub-budget lines and between budget lines (cf. **Annex 1** and Section 1.2) are generally permissible. Reallocations between budget lines may not exceed 20 %. Any excess of one budget line must be offset by corresponding savings in other budget lines. Reallocation of this kind is not permitted for the budget lines 'administration costs', 'fair shared costs' and 'forwarding of funds to third party recipients'. The Recipient shall inform GIZ about reallocations between budget lines when submitting the financial report.

1.5 The Grant is provided as a partial financing.

The project is partially financed by the following parties (Recipient and/or third parties) through grants / own contributions / loans as follows:

1.	National and Kapodistrian University of Athens	up to EUR	17,000.00	equivalent to	3.14 %
2.	Cluster of Bioeconomy and Environment in Western Macedonia	up to EUR	5,000.00	equivalent to	0.92 %
3.	National Extension Agency	up to EUR	5,000.00	equivalent to	0.92 %
4.	Municipality of Florina	up to EUR	3,500.00	equivalent to	0.65 %
5.	Municipality of Novaci	up to EUR	2,000.00	equivalent to	0.37 %

The distribution to the estimated project costs can be found in the Budget (**Annex 1**).

The Grant provided by GIZ is subject to the provision of the above-mentioned contributions by the Recipient or third parties.

If the actual financial contributions of the above-mentioned parties are less than those stated above and according to the Budget, GIZ shall be entitled to reduce its Grant in the same proportion.

2. Project

2.1 The objective of the project “Green Pre-Incubators for Just Transition” (hereinafter referred to as ‘Project’), which is financed by this Grant, is: Enhancement of skills, cooperation, and green transition readiness of clustered target groups in regions affected by coal transition, through the development of a transnational support structure to transform innovative green ideas into sustainable businesses. GIZ is not entitled to demand performance by the Recipient under this Agreement.

2.2 In order to achieve this objective, the Recipient intends to implement the measures listed in the Recipient’s proposal for project implementation (hereinafter referred to as ‘Project Proposal’, see **Annex 2**) on its own responsibility.

3. Disbursement and settlement of the Grant

3.1 The Recipient shall observe the principles of proper accounting in the implementation of the Project and ensure project-specific account settlement and documentation. The Recipient shall comply with the Requirements for Grant Recipients regarding Budget and Financial Processing **(Annex 3a)**.

3.2 At the time of the first request for disbursement **(Annex 3c)** at the latest, the Recipient shall submit a schedule of funding requirements for each 12 months **(Annex 3b)** of the Grant period.

Within the framework of the schedule of funding requirements, the Recipient shall request disbursements for each three-month period. The **first disbursement** is made for **three periods**, i.e. for nine months, and thereafter all subsequent (further) disbursements are made for periods of three months, each for the amount of the anticipated funding requirements, taking into account any funds still available. In order to minimise repayment risk, the Recipient shall monitor the effective balance of funds before requesting any further disbursement.

3.3 All funds made available under this Agreement shall be accounted separately from other funds of the Recipient.

The Recipient shall open a separate sub-account at its bank or a separate cost unit in its own accounting system to handle the financial transactions relating to this Agreement and shall confirm this with GIZ when submitting its first request for disbursement.

At the latest, by the time of the first request for disbursement and in case a different account is used, the Recipient must submit a confirmation from the bank to legitimise the account.

All disbursements under this Agreement shall be transferred by GIZ to the aforementioned account of the Recipient.

All contributions paid by GIZ shall remain as trust funds in the aforementioned account until they are used as contractually agreed.

3.4 The amounts paid by GIZ into the aforementioned account will, as far as possible, accrue interest.

GIZ may at any time request that the Recipient submits without undue delay a copy of the interest agreement and/or interest calculation by the bank or a confirmation by the bank that no interest can be paid for the credit balance on the account.

Any income, interest or profits from the Grant received by the Recipient under this Agreement ('Earnings'), as well as any funds returned to the Recipient, including reimbursements or repayments ('Returned Funds'), shall be used by the Recipient for the Project and shall be identified as such when submitting the financial report, indicating the relevant budget line.

GIZ reserves the right to deduct all Earnings and Returned Funds from the agreed Grant amount, insofar as appropriate use cannot be proven.

3.5 In the Recipient's accounting records for this Grant, all vouchers, expenses, actual costs as well as all Earnings and Returned Funds relating to the Grant and the Budget (**Annex 1**) shall be recorded in chronological order and in compliance with the rules of proper accounting. These vouchers shall be divided into the categories of budget lines referred to in Section 1.2 and both the documents and record shall contain, as a minimum, the following items:

a) Internal entry number
b) Date
c) Origin of voucher
d) Amount
e) Content of voucher

3.6 The Recipient shall complete and submit the financial overview (use of disbursements already paid) (see template in **Annex 3c**) for each subsequent request for disbursement.

The Recipient shall submit the financial report (see template in **Annex 3d-f**) for every six months. Together with the financial report, the Recipient shall submit confirmation of the contributions to project implementation agreed in Section 1.5 (if applicable) for the same period as well as the inventory lists **(Annex 3g1)** pursuant to Section 6.5. The financial report shall be submitted to GIZ no later than two months after the respective accounting periods, even if no further payment is requested.

No later than two months after the end of the Grant period or after an earlier termination of this Agreement, the Recipient shall additionally submit to GIZ a final financial report (see template in **Annex 3d-f**). The final narrative report pursuant to Section 4.5 shall be submitted along with the final financial report. If the aforementioned documents are not submitted in time, GIZ may refuse to make further disbursements.

3.7 The financial report must show Earnings and costs in chronological order and separately from each other, in accordance with the structure of the Budget (pursuant to Section 1.2). The evidence shall include all Earnings (grants, third-party services, own funds) and costs relating to the purpose of the Grant.

Each financial report must be accompanied by a tabular overview of vouchers, listing costs separately by type and in chronological (breakdown of actual costs) including all information required in the template for the breakdown of actual costs **(**see **Annex 3e)**.

In the financial report, the actual costs must be entered in the voucher currency, converted and shown in EUR.

Payments made to third parties which cannot be reported as costs yet shall be reported separately on the totals sheet **(Annex 3f)** of the financial report and also be considered in the schedule of funding requirements. At the latest in the final financial report, actual costs must be reported.

Remaining funds, which are still available to the Recipient as shown in the financial overview (included in **Annex 3c**) or the financial report, will be offset against the next payment, considering the schedule of funding requirements.

At the request of GIZ, the Recipient shall pay interest from the date of receipt of payment at the rate p.a. of 5 percentage points above the respective base interest rate of the German Federal Bank (Deutsche Bundesbank) for any amount not spent in a timely manner in accordance with the schedule of funding requirements for the Project.

3.8 If the budget lines set out in Section 1.2 include administration costs, these shall be reported separately as a flat-rate percentage.

All other budget lines listed under Section 1.2 will be settled against evidence.

3.9 Voucher copies are not to be attached to the financial reports. However, GIZ is entitled to request voucher copies.

The Recipient shall submit all financial reports, voucher copies and other documents required for accounting purposes either in German, English, French or Spanish or attach a translation in one of these languages.

3.10 The amount of **EUR 50,900.00** shall be retained from the Grant as security.

The final payment shall be disbursed as soon as all contractual obligations by the Recipient arising from the Agreement have been met and to the extent that the respective amount has been used for the agreed purpose. However, GIZ reserves the right to retain up to 20 % of the final payment amount but max. 20 % of the security retention amount until the external audit report has been handed over to GIZ.

3.11 The request for disbursement submitted by the Recipient will become due for payment after a verification period of 15 days. Disbursement shall be made by GIZ no later than 30 days after the due date of the disbursement request for the amount determined and, if necessary, adjusted by GIZ. Disbursements by GIZ do not constitute an acknowledgement by GIZ of the validity of the financial reports.

3.12 If the Recipient transfers the Grant from an account denominated in EUR to an account denominated in a currency other than EUR (“local currency”) or if the Recipient receives the Grant directly into an account denominated in a local currency, the Recipient shall provide with the next financial report the bank voucher as proof of receipt on the account in local currency and of the exchange rate used.

For the reporting of payments made by the Recipient from an account denominated in local currency, the Recipient shall use the same exchange rate used when the Grant was credited to this account. If the Grant is credited in more than one transfer to this account, the exchange rate of the last transfer in each case shall be used until the amount of this transfer is exhausted.

If it is not possible to determine the exchange rate via a bank voucher, the Recipient may, with the consent of GIZ, use the exchange rate of the EU currency converter InforEuro or, alternatively, use its own conversion system, provided that the latter is auditable and meets standards comparable to those of InforEuro, to determine the applicable exchange rate of the respective transfer.

3.13 If the Recipient fails to submit a financial report (**Annex 3d-f**), a disbursement request (**Annex 3c**), a status report (pursuant to Sections 4.4 - 4.5) or an inventory list **(Annex 3g1)** by the contractually agreed due date or in the contractually agreed form, GIZ shall be entitled to suspend payments until the correct financial report, disbursement request, status report or inventory list has been submitted.

3.14 All funds, which are still remaining with the Recipient and are not used after the end of the Grant period or after a premature termination of the contract, including Earnings and Returned Funds, shall be repaid by the Recipient directly to GIZ in EUR without delay and without being prompted to do so.

3.15 A confirmation must be included in the final financial report at the latest, stating the total amount of contributions due and referred to in Section 1.5 that have been made available by other parties (Recipient and/or third parties).

3.16 GIZ has the right to verify compliance with this Agreement itself and/or by commissioning external auditors at its own expense. The audit shall in particular cover compliance with the principles of proper accounting, the proper use of the Grant and the proper award of contracts for supplies and services in accordance with the provisions of this Agreement.

Prior to finalisation of the audit report, the Recipient shall receive information on the main findings and have the opportunity to comment on these findings. After the audit report has been finalised, GIZ shall inform the Recipient about the significant results of the audit report and their implementation. The Recipient shall implement the recommendations made by GIZ and the auditor based on the results of the audit report, taking into account the order of priority for implementation as specified therein and shall provide evidence for this at the request of GIZ.

3.17 The Recipient shall declare whether or not invoiced VAT amounts resulting from the purchase of goods and services in connection with the use of the Grant are generally deductible for the Recipient.

The Recipient shall establish the formal requirements for an input VAT deduction, as far as legally possible.

VAT amounts can only be reimbursed to the Recipient under the following conditions:

a) the Recipient provides an invoice document with VAT amounts clearly shown;

b) the invoice is addressed to the Recipient;

c) the supply of goods or services underlying the invoice is subject to VAT in accordance with the legal regulations;

d) the Recipient is not entitled to deduct the VAT amounts in connection with the use of the Grant.

However, VAT amounts are not reimbursed if the Recipient is generally entitled to deduct input VAT amounts in connection with the use of the Grant but the requirements for an input VAT deduction have not been established by the Recipient. In case of doubt, contacting a tax advisor is recommended.

At the request of GIZ, the Recipient is obliged to provide evidence of the existence or non-existence of the formal requirements for pre-tax deduction.

4. Project implementation, duty to supply information and reporting

4.1 The Recipient undertakes to

a) implement the Project with due diligence, efficiency and on the basis of sound administrative, technical, financial and development policy principles and in accordance with the provisions of this Agreement;

b) ensure the full financing of the Project and provide GIZ, upon request, with evidence that all actual costs not financed by this Grant are covered;

c) obtain all necessary licences, permits and consents to implement the Project and also ensure that its contractual partners involved in Project implementation also obtain the necessary licences, permits and consents;

d) include in its contracts with contractual partners involved in Project implementation necessary and appropriate contractual sanctions for non-fulfilment or non-performance by the respective contractual partner;

e) require its contractual partners involved in Project implementation to repay any funds that have been improperly or illegally used or are contrary to this Agreement or the laws of the country in which the Project is implemented;

f) keep all books, records, award documentation, agreements and the originals of vouchers, clearly showing all actual costs for services and supplies financed by the Grant, for ten years after submission of the final financial report and submit copies thereof to GIZ on request;

g) enable GIZ or a third party commissioned by GIZ, as well as GIZ's Commissioning Party or the Bundesrechnungshof (Germany's Federal Court of Auditors) or GIZ's third-party funding provider (if such exists) to inspect the books and all other records and documents relevant to implementation of the Project and the audit of the proper use of funds at any time and to visit the facilities required for this purpose.

4.2 Publications:

In all publications and brief references on the Project, the Recipient shall express in an appropriate manner that it is carrying out or has carried out its activities as part of a project financed by GIZ commissioned by the Commissioning Party and cofinanced by the third-party funding provider (if such exists).

Prior to publication of project-related press releases or public statements by the Recipient that go beyond brief references (e.g. on the Recipient's website), the Recipient shall in good time inform GIZ (unit responsible for the budget of GIZ in accordance with the contract cover sheet and via presse@giz.de) of the content of the publication in German, English, French or Spanish and shall take into account any instructions from GIZ.

The Recipient shall ensure that all activities involving publications, communications and/or visibility comply with **Annex 6** of this Agreement.

The Recipient shall inform GIZ without undue delay of any deficiencies when implementing requirements for publications, communications and visibility set out in the document "Corporate Design and Wording" (**Annex 6**) and shall make every effort to remedy these deficiencies without undue delay.

The document “Corporate Design and Wording” can be adapted during the Grant period. GIZ will inform the Recipient without undue delay of any changes.

4.3 The Recipient undertakes to inform GIZ without undue delay in text form of any circumstances which may seriously impair or jeopardise the achievement of the Project’s objectives or which may significantly impede the performance of the Recipient’s material obligations under this Agreement or the implementation of the Project as soon as the Recipient becomes aware of such circumstances.

This duty to supply information also exists, in particular, should there be significant changes to the Project’s risk assessment, an imminent adverse impact on human rights, the environment, climate or gender equality, or other substantial temporal, financial, technical or development policy changes to the Project during the Grant period or risks to the safety or health of the staff deployed.

4.4 The Recipient shall prepare status reports on the progress of the Project **(progress report) every six months (Annex 5)**. These progress reports are to be submitted as an electronic file to GIZ (unit responsible for the budget of GIZ in accordance with the contract cover sheet), no later than two months after the end of the respective reporting period. Each progress report shall address the main items of the numerical evidence and explain the necessity and appropriateness of the activities undertaken.

4.5 The Recipient shall prepare a **final report** describing the implementation and results of the Project with regards to the contractually agreed objectives and submit this report as an electronic file to GIZ (unit responsible for the budget of GIZ in line with the contract cover sheet), no later than two months after the end of the Grant period or following early termination of this Agreement.

4.6 The Recipient shall inform the GIZ early about any upcoming project conferences or workshops in regard to this project measures. A potential participation of the GIZ and/or the Commissioning Party can be facilitated.

5. Forwarding of funds to third-party recipients and disbursement of funds for direct support to third-party beneficiaries

5.1 In cases where the Recipient purchases goods, construction works or services using part of the Grant, Section 6 shall apply.

The forwarding in form of funds to third-party recipients or disbursement of funds to third-party beneficiaries if this is only permissible if provided for in the Estimated Budget (Section 1.2 and **Annex 1**) and in the Project Proposal (**Annex 2**).

Third-party recipients are third parties to which the Recipient forwards part of the Grant for joint (partial) implementation of the Project.

Third-party beneficiaries are third parties that receive funds from the Recipient as the direct and final beneficiary of the Project.

5.2 When forwarding funds to third-party recipients or, if agreed upon in specific cases (see corresponding budget line in **Annex 1**), disbursing funds to third-party beneficiaries, the Recipient must ensure that:

a) the grant awarded does not violate EU rules on state aid;

b) the essential terms and conditions of this Agreement apply;

c) GIZ, external auditors commissioned by GIZ, the Commissioning Party of GIZ, the Bundesrechnungshof (Germany's Federal Court of Auditors) and GIZ's third-party funding provider (if such exists) may take random samples to verify the accuracy of information provided by the third-party recipient.

d) third-party recipients forward the funds received or parts thereof only to third-party beneficiaries in form of a grant and not to other recipients.

5.3 Prior to forwarding funds to third-party recipients the first time, the Recipient must conduct an appropriate due diligence assessment of these third-party recipients. A positive assessment of the integrity and eligibility of the respective third-party recipients, taking into consideration the public-benefit purpose of the project, is a prerequisite for forwarding funds. The Recipient must document the assessment and make this documentation available to GIZ upon request.

If third-party recipients have not yet been determined at the time of the Agreement being signed, the Recipient shall submit a list of potential third-party recipients, including their budgets, to GIZ. The Recipient may only forward funds if GIZ has granted prior approval and if a corresponding amendment to the Agreement has been agreed.

5.4 The Recipient must demonstrate to GIZ that funds forwarded to third-party recipients have been used properly by submitting appropriate financial reports from the third-party recipient and, upon request by GIZ, copies of vouchers. If the third-party recipients have not used the funds properly, the Recipient undertakes to recover the funds from the third-party recipients by carrying out all reasonable measures including legal action and to either use the funds so recovered in accordance with this Agreement (based on a contract amendment) or to repay them to GIZ.

Disbursements by the Recipient to third-party recipients must be made in accordance with Section 3.2 and be shown separately in the financial report submitted by the Recipient. The Recipient undertakes to verify the financial report submitted by the third-party recipients in accordance with the terms of this Agreement and to submit this financial report to GIZ together with the findings of its own assessments.

5.5 The Recipient must also ensure when disbursing funds to third-party beneficiaries that:

a) the cost effectiveness and appropriateness of the payment amount are verified and documented;

b) the criteria for selection are established prior to the selection process and the criteria of equal opportunities, transparency and freedom from any form of discrimination are taken into account. The selection shall be justified and documented accordingly;

c) the disbursement made by the Recipient and receipt of the funds by the third-party beneficiary must be documented in text form. The specific obligations of the Recipient with regard to evidence for funds disbursed to third-party beneficiaries are defined in the Budget (**Annex 1**).

6. Procurement of materials and equipment, construction works and services

6.1 For the award and procurement of materials and equipment, construction works or other services (‘Procurements’) to be financed in whole or in part by the Grant, the Recipient shall comply with the provisions on procurement procedures in **Annex 4a** (Requirements on Procurement). The Recipient shall document all Procurements in writing in compliance with the ‘Procurement documentation’ template in **Annex 4b**.

6.2 If the Recipient has violated any of the provisions referred to in Section 6.1, only the actual costs of the services and supplies for the Project (including VAT) reduced by 20 % of these costs are eligible. If GIZ proves that the actual costs reduced by 20 % are higher than the market price or if the Recipient proves that the actual costs reduced by 20 % are lower than the market price, the costs are eligible in the amount of the proven market price but limited to the actual costs.

Furthermore, Section 13 shall apply.

6.3 When concluding contracts for Procurements financed by the Grant, the Recipient must ensure that

a) the prices and terms of payment for these Procurements are within the normal market range;

b) all Procurements made within the framework of this Agreement are used exclusively for the purposes of the Project, and all facilities relevant to the Project are properly operated and maintained at all times;

c) relevant sustainability standards are considered appropriately;

d) appropriate insurance policies are concluded which are customary for the sector;

e) import duties are indicated separately in the invoices;

f) reimbursement, insurance, security, guarantee or similar payments which may be claimed on the basis of these contracts are transferred to the account specified in Section 3.3 and made available to the Project. The Recipient must inform GIZ about the amount of such payments received in the financial report.

6.4 The Recipient shall use the items procured or produced for the Project exclusively for the Project.

6.5 If items with a procurement or production value of more than EUR 800.00 (excluding VAT) are procured or produced from the Grant funds, these items must be inventoried (‘Inventoried Items’). The Recipient undertakes to submit up-to-date inventory lists with each interim financial report as well as with the final financial report.

6.6 In respect of Inventoried Items, the Recipient shall decide in coordination with GIZ, latest after completion of the Project or after termination of this Agreement, what steps are to be taken in respect of such items in the interest of the Project's purpose.

Any transfer of ownership resulting from such a decision shall be recorded on the corresponding handover record in accordance with the template contained in **Annex 3g2**, which shall be submitted together with the final financial report.

7. Rights of use

7.1 For the purpose of optimising business activities as set out in GIZ's articles of association and securing the work results for public-benefit purpose, the Recipient hereby grants GIZ, free of charge, an irrevocable, simple, worldwide and transferable right of use to all work results which are created or procured in connection with implementation of the Project and financed wholly or partially out of the Grant, with particular regard to the reports produced pursuant to Sections 3 and 4, studies, documents or visual material; GIZ is entitled to exercise this right of use without restrictions on time or content in fulfilment of its public-benefit purpose as stated in its articles of association. At the request of GIZ, the Recipient shall provide GIZ with a copy of the materials available. GIZ is entitled to grant third parties simple sub-rights of use free of charge in fulfilment of its public-benefit purpose as stated in its articles of association.

7.2 The Recipient shall ensure that the work results provided to GIZ during the course of implementing the Project are not subject to any copyrights or other rights of third parties which would impair their use within the scope set out in Section 7.1. The Recipient shall indemnify GIZ against all claims of third parties arising from the granting of rights under Section 7.1 and shall reimburse GIZ for all reasonable costs incurred by GIZ in a legal defence against such claims.

8. Data privacy policy

8.1 GIZ may process personal data in connection with this Agreement solely in accordance with the General Data Protection Regulation of the European Union (GDPR). Any processing of the data shall be carried out solely for the purpose of the performance, administration, and supervision of this Agreement or for the protection of the financial interests of the Commissioning Party of GIZ and/or the third-party funding provider (if such exists), including any checks, audits and investigations. Where permitted by law, the Recipient has the right to view, erase or correct its personal data and may contact GIZ (datenschutzbeauftragte@giz.de) or the government bodies responsible for such matters in order to assert its rights.

8.2 The Recipient shall ensure adequate protection of personal data in accordance with the rules and procedures applicable to the Recipient. In all cases, personal data must be:

a) processed lawfully, fairly and in a way that is comprehensible to the data subject;

b) collected for specified, explicit and legitimate purposes and must not be further processed in a way incompatible with these purposes;

c) adequate and relevant to the purpose and limited to what is necessary for the purposes of the processing;

d) factually accurate and, where necessary, up to date;

e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed;

f) processed in a manner that ensures appropriate security of the personal data.

9. Compliance with legal requirements and environmental and social standards; avoidance of unintended negative environmental and social impacts

9.1 When implementing the Project, the Recipient must respect the local conditions in the relevant country as well as the legal provisions, ordinances, and official regulations, comply with all relevant tax law requirements and take into account the related general, specific and social impacts of the Project.

9.2 The Recipient is obliged to use the funds in compliance with international standards and multilateral agreements, in particular international human rights agreements and the core labour standards of the International Labour Organization (ILO), and to ensure the protection of children; the prevention of violence, abuse and exploitation of any kind; non-discrimination, in particular with regard to origin, ethnicity, religion, age, gender identity, sexual orientation or disability; and the promotion of equal opportunities for all genders in the use of funds.

The Recipient uses the funds provided in compliance with applicable national and international environmental laws, minimises greenhouse gas emissions and avoids all actions that could increase the vulnerability of the population and/or ecosystems.

The Recipient is also required to use funds in a manner that seeks to avoid or minimise unintended negative impacts on the environment, climate change mitigation, climate change adaptation, human rights, fragile contexts and contexts affected by conflict and violence as well as gender equality by implementing attributable mitigation actions. With regard to gender equality, the Recipient also undertakes to use any potential for promoting gender equality.

9.3 The Recipient shall take reasonable measures to prevent sexual harassment in the professional context and shall refrain from inciting violence or hatred and from unjustifiable discrimination against any person or group of people.

10. Conflict of interest

10.1 The Recipient shall avoid conflicts of interest in connection with this Agreement. The Recipient shall also take appropriate precautions regarding the handling of conflicts of interest. A conflict of interest may arise especially for reasons involving economic interests, political affinities or national ties, family or friend relationships or any other interests.

10.2 In connection with implementation of the Project, the Recipient shall not enter into any agreement where a conflict of interest is to be expected due to the nature of the agreement or due to personal or financial connections between the Recipient and a third party.

10.3 The Recipient shall undertake to disclose without delay to GIZ any circumstances that might represent a conflict of interest or which could lead to such. All further steps must then be agreed with GIZ.

11. Combating money laundering, funding of terrorism and bribery, and upholding embargoes

11.1 The Recipient shall not support measures of any kind that are conducive to money laundering, the funding of terrorist activities or corruption.

11.2 The Recipient shall not make available, either directly or indirectly, any funds or other economic resources from the Grant provided by GIZ to third parties that are on a sanctions list of the United Nations and/or the EU or are subject to any sanctions issued by the Federal Republic of Germany. Furthermore, the Recipient shall comply with any embargoes or any other trade restrictions issued by the United Nations, the EU or the Federal Republic of Germany in the framework of implementation of this Project.

11.3 The Recipient shall notify GIZ without delay and on its own initiative if the Recipient, a member of its staff, its official managing body and/or other administrative bodies, its owners and/or a contracting partner of the Recipient should be placed on a sanctions list issued by the United Nations Security Council or the EU or should be subject to any sanction issued by the Federal Republic of Germany. The same shall apply if the Recipient becomes aware of an event that is likely to result in the inclusion of the Recipient or one of the aforementioned persons on such a sanctions list.

11.4 Corruption in any form is prohibited. The Recipient must not, either directly or via a third party, offer or grant any gifts or advantages, or accept or request such gifts or advantages for itself or a third party, in connection with implementation of the Agreement. The Recipient must also establish appropriate and reasonable measures to prevent and tackle corruption.

11.5 The Recipient shall require all parties it involves in implementing the Project to comply with the provisions referred to in this Section 11, both during project development and with regards to its implementation.

11.6 The Recipient shall notify GIZ without delay of the occurrence of a breach of any provision of this Section 11. The rights of GIZ under Section 13 remain unaffected.

12. Force majeure

12.1 Force majeure is an unavoidable circumstance (e.g. natural disaster, outbreak of a disease or epidemic, serious unrest, war or terrorism) that no human foresight or experience could anticipate, that cannot be evaded or overcome applying economically reasonable efforts and utmost care and that constitutes an impediment to GIZ and/or the Recipient fulfilling their contractual obligations. If a circumstance originates from the sphere of responsibility of one of the parties to the Agreement, this shall not constitute force majeure.

12.2 The Recipient shall inform GIZ without delay of a force majeure circumstance in accordance with Section 12.1, stating the nature, expected duration, and expected effects. If GIZ or the Recipient is of the opinion that implementation of the Project or fulfilment of obligations assumed by the Recipient under this Agreement is jeopardised or precluded, they shall consult the respective other party regarding further course of action.

12.3 It shall not constitute a breach of obligations under this contract if GIZ or the Recipient are prevented from complying with them due to force majeure. As long as force majeure makes the implementation of measures impossible, the Recipient may suspend implementation. The Recipient shall endeavour to keep any adverse effects on the Project to a minimum and shall undertake all reasonable precautions and measures to reduce the costs during the period of suspension due to force majeure.

13. Suspension of disbursements, termination of the Agreement, repayment

13.1 In addition to suspension pursuant to Section 3.13 of this Agreement, GIZ is entitled to suspend disbursements if:

a) the Recipient is unable to provide evidence of the use of the Grant for the purpose laid down in this Agreement;

b) the Recipient fails to use or no longer uses without justified reason one or several item(s) financed from the Grant for the purposes of the Project;

c) the Recipient has breached any material provision of this Agreement;

d) the Recipient has made false statements or withheld relevant information prior to conclusion of this Agreement or during implementation of the Project and GIZ would not have awarded the Grant or would not have made one or more disbursements if the statements had been correct or the relevant information had been received;

e) exceptional circumstances (e.g. force majeure as defined under Section 12.1) arise that seriously jeopardize or preclude the achievement of the purpose of the Grant, implementation of the Project or fulfilment of the obligations entered into in this Agreement by the Recipient; or

f) the Commissioning Party and/or the third-party funding provider (if such exists) terminates, suspends or modifies the relevant agreement with GIZ insofar as it affects the basis for this Agreement.

In the event of a suspension of disbursement in accordance with this Section 13.1, GIZ will notify the Recipient of the suspension.

If any of the circumstances referred to in this Section 13.1 a), b), c) or e) arise, GIZ will set an appropriate deadline of at least 30 days for the Recipient to remedy the circumstances unless such remedy is not possible.

13.2 GIZ is entitled to terminate this Agreement in part or in full and with immediate effect if any of the circumstances set out in Section 13.1 of this Agreement arise and, if applicable, GIZ has set a remedy period in accordance with Section 13.1 which has expired without result. GIZ will take due account of the circumstances of the individual case, the interests of both parties to this Agreement and the impact on the Project for the decision to terminate the Agreement and for the scope of the termination.

13.3 GIZ is entitled to request repayment of disbursed funds already spent by the Recipient,

a) if during the Grant period, any of the circumstances set out in Section 13.1 a) to e) of this Agreement arise and, if applicable, GIZ has set a remedy period in accordance with Section 13.1 which has expired without result, or

b) after premature termination of this Agreement due to circumstances set out in Section 13.1 a) to e), or

c) if after the end of the Grant period any of the circumstances set out in Section 13.1 a) to e) of this Agreement are taken into account in the final settlement of the Grant.

The Recipient must repay the funds without undue delay at GIZ's first request insofar as they are affected by the respective circumstances that led to the repayment request and, in case of Section 13.1 e), the Recipient is unable to provide evidence of the use of the Grant for the purpose laid down in this Agreement.

In case of a violation of the procurement provisions, GIZ is entitled to request repayment of the amount not eligible pursuant to Section 6.2.

Insofar as the Recipient has forwarded funds to third-party recipients in accordance with Section 5 of this Agreement and the third-party recipients cannot demonstrate that they used the funds properly, GIZ is not entitled to request repayment of the disbursed funds from the Recipient if the Recipient has made every reasonable effort to recover the funds from the third-party recipients, where appropriate including legal action, without result.

GIZ is entitled to request interest on the repayment amount from the date of the request for repayment at the rate p.a. of 5 percentage points above the respective base interest rate of the German Federal Bank (Deutsche Bundesbank).

13.4 Furthermore, upon termination pursuant to Section 13.2 of this Agreement, GIZ is entitled to request repayment of the disbursed funds still remaining with the Recipient, including any interest accrued. GIZ is only entitled to request repayment of the remaining funds for which there are no further legal obligations that the Recipient has entered into with third parties in accordance with this Agreement (e.g. employment contracts, rental contracts, loans).

For those remaining funds for which there are further legal obligations, the Recipient undertakes, insofar as legally permitted, to terminate the respective agreements, to refrain from further payments and to demand repayment of funds from the third party in question. The Recipient undertakes to repay to GIZ the amount received from the third party in question after carrying out all reasonable measures including legal action.

14. Other provisions

14.1 Should individual provisions of this Agreement be or become invalid, this shall not affect the validity of all other provisions under the Agreement. In this event, GIZ and the Recipient shall replace any such invalid provision with a valid provision that best reflects the meaning and purpose of the invalid provision and that can be assumed to be what GIZ and the Recipient would have agreed upon when the Agreement was signed had they been aware of or foreseen that the provision could be or become ineffective or null and void. The same applies to any gaps in this Agreement.

14.2 The Recipient may not assign, transfer or encumber any rights under this Agreement.

14.3 This Agreement is governed by German law.

14.4 The place of performance for payments is Frankfurt am Main.

14.5 The place of jurisdiction is Frankfurt am Main if the Recipient is a merchant, a legal entity under public law or a special fund under public law or does not have a general place of jurisdiction in the Federal Republic of Germany. GIZ may also bring legal action against the Recipient before the competent court at the location of the Recipient's registered office.

14.6 Material amendments to this Agreement must be made in text form in order to be valid, in the form of an amendment to the Agreement. In particular, a change is considered to be 'material' if a change in scope, structure, concept, cost category or objective of the Project results in the purpose or benefit of the Project being fundamentally affected.

14.7 GIZ's whistleblower system can be accessed via the whistleblower portal (bkms-system.com), the GIZ Compliance and Integrity Advisory Service (compliance-mailbox@giz.de) or the external ombudsman, who can be reached at www.giz.de • About GIZ • Compliance • Whistleblowing (https://www.giz.de/en/aboutgiz/39089.html).

15. Annexes to the Agreement

The following annexes to the Agreement shall constitute components of this Agreement.

(Annexes 3. - 4. can be downloaded from https://www.giz.de/en/workingwithgiz/34529.html; Links to Annexes 5 – 6: Annex 5: https://www.euki.de/en/project-funding/for-projects/#headline_4-narrative-report**; Annex 6:** https://www.euki.de/en/project-funding/for-projects/#headline_5-project-communication**)**

Annex 1: Budget

Annex 2: Project Proposal

Annex 3a: Requirements for Grant Recipients regarding Budget and Financial Processing (08/2024)

Annex 3b: Schedule of funding requirements

Annex 3c: Request for Disbursement

Annex 3d: Financial Report

Annex 3e: Financial Report-Breakdown of actual costs

Annex 3f: Financial Report-Totals per category

Annex 3g1: Financial report Inventory list

Annex 3g2: Record of surrender of equipment and material

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Annex 3h: Confirmation of bank details

Annex 3i: Calculation of salary costs

Annex 3j: Time sheet

Annex 4a: Requirements on Procurement (09/2024)

Annex 4b: Procurement documentation template

Annex 5: Reporting Template

Annex 6: Corporate Design and Wording

Eschborn, date: 20.11.2025

Deutsche Gesellschaft für
Internationale Zusammenarbeit
(GIZ) GmbH

InS Contract Management/Financing

Athens, date:

National and Kapodistrian
University of Athens
6 Christou Lada Street
10561 Athens
Greece

Efstathios Efstathopoulos

Digitally signed by Efstathios Efstathopoulos
Date: 2025.12.09 09:23:22 +02'00'

Mark Erckmann

Director of Finance and Human Resources, 7800
International Services

Silke Hertel

Head of Section,
Contracts and Legal Affairs 7820
International Services

(electronically mailed without signature)

Budget - Annex 1
National and Kapodistrian University of Athens - Green Pre-Incubators: Accelerating just transition with pre-incubator processes to sustain Green Development

21.08.2025

Agreement number: 81321551

2025-02

	Description	Code	Quantity	Unit (person)	Quantity	Unit (e.g. month, contract, flight...)	Eligible for support up to in EUR (price per unit)	Total GIZ funding in EUR (up to)	Own contributions / third-party financing in EUR (up to)
1	***Staff*** *(Note: Only direct costs for staff (monthly gross costs for the employer) may be settled. Add-ons such as staff overheads that are calculated pro-rata for staff are not eligible for support. Please indicate job functions, no names of individual persons. Staff costs are:* *a) Prime costs for employees of the Recipient (staff employed by your organization). The evidence for this budget line must be provided in the form of payslips or, in the case of pro rata working time for the financed project, in the form of payslips and time sheets.* *b) Costs for integrated consultants (self-employed or employed by a third party and seconded to the Recipient) and therefore not working on the basis of an employment contract with the Recipient, but who still work under the instructions/supervision of the Recipient, provided that this is legally permissible under the law applicable to the contract of the integrated consultant. For further requirements see Annex 3a:* ***Requirements regarding budget and financial processing-giz.de***							***117.077,80 €***	***The pro-rata financing of budget lines should be avoided and applied only to personnel costs and fair-shared costs, if applicable.*** ***Costs that are incurred as part of the implementation of the project but are not financed by GIZ are calculated separately either as own contribution***
	Senior project manager	I,II,III,IV	23%	person	28	months	5.245,00 €	33.777,80 €	
	Project Manager & Training expert	I,II,III,IV	30%	person	28	months	3.500,00 €	29.400,00 €	
	Senior Researcher	II,III,IV	30%	person	14	months	2.500,00 €	10.500,00 €	
	Communication manager	I,IV	20%	person	28	months	2.500,00 €	14.000,00 €	
	Project assistant	I,II,III,IV	30%	person	28	months	1.500,00 €	12.600,00 €	
	Finance manager	I,II,III,IV	30%	person	28	months	2.000,00 €	16.800,00 €	
2	***External services (type/content of service)***							***58.433,29 €***	
	Expert for the software development	II, III,IV			Contract			15.600,00 €	
	Software and system designer	II, III,IV			Contract			3.300,00 €	
	Engineer for system testing	II, III,IV			Contract			3.000,00 €	
	Expert for training support	II, III,IV			Contract			900,00 €	

	Description	Code	Quantity	Unit (person)	Quantity	Unit (e.g. month, contract, flight...)	Eligible for support up to in EUR (price per unit)	Total GIZ funding in EUR (up to)	Own contributions / third-party financing in EUR (up to)	
	Software licences/frameworks	II, III,IV			Contract			1.500,00 €	*or, if applicable, as financial contribution of a third party.*	
	Cloud hosting & domain integration service	II, III,IV			Contract			4.200,00 €		
	Testing environments & tools	II, III,IV			Contract			1.350,00 €		
	Expert for Website development	III, IV			Contract			14.983,29 €		
	Engineer for website Maintenance and technical support	III, IV			Contract			3.000,00 €		
	Expert for Website hosting, domain and backups	III, IV			Contract			1.000,00 €		
	Provision of Training platform	III, IV			Contract			1.500,00 €		
	Management service for the website and social media	III, IV			Contract			8.100,00 €		
3	***Transport costs / travel expenses***							***14.798,00 €***		
	National project related travels	III, IV			Trips			4.430,00 €		
	Inner-European project related travels	III, IV			Trips			10.368,00 €		
4	***CO2-Compensation for flights***							***600,00 €***		
	Inner-European project related travels	IV			Compensation			600,00 €		
5	***Procurement of materials and equipment***							***0,00 €***		
6	***Other costs / consumables***							***0,00 €***		
7	***Funds for direct support of third-party beneficiaries*** *(Note: This budget line refers solely to financial contributions to third-party beneficiaries. These contributions should not be used for the purchase of medicines, pesticides and/or mineral fertilizers. The selection process for the third-party beneficiaries has to be described in the project description. Provision of evidence: see sub-budget line.)*							***0,00 €***		
8	***Fair shared costs (according to the Fair Shared Cost Model of the grant recipients)***							***0,00 €***		
	Subtotal – direct costs							**190.909,09 €**		
9	***Administration costs***							***19.090,91 €***		
	Administration costs (on budget lines 1 - 8)		10,00%				190.909,09 €	19.090,91 €		
	Subtotal – Funding by GIZ (up to – upon provision of evidence)*							**210.000,00 €**		
10	***Forwarding of funds to third-party recipients – a detailed budget must be provided –***							***299.000,00 €***		
	Cluster of Bioeconomy and Environment in Western Macedonia (CluBE)				Forwarding of funds			100.000,00 €		
	National Extension Agency (NEA)				Forwarding of funds			80.000,00 €		
	Municipality of Florina				Forwarding of funds			84.000,00 €		
	Municipality of Novaci				Forwarding of funds			35.000,00 €		
	GIZ funding (up to – upon provision of evidence)*							**509.000,00 €**		**94,00%**

	Description	Code	Quantity	Unit (person)	Quantity	Unit (e.g. month, contract, flight...)	Eligible for support up to in EUR (price per unit)	Total GIZ funding in EUR (up to)	Own contributions / third-party financing in EUR (up to)	
11	***Own Contributions / third-party financing***								***32.500,00 €***	***6,00%***
	National and Kapodistrian University of Athens				Contribution		17.000,00 €		17.000,00 €	3,14%
	Cluster of Bioeconomy and Environment in Western Macedonia (CluBE)				Contribution		5.000,00 €		5.000,00 €	0,92%
	National Extension Agency (NEA)				Contribution		5.000,00 €		5.000,00 €	0,92%
	Municipality of Florina				Contribution		3.500,00 €		3.500,00 €	0,65%
	Municipality of Novaci				Contribution		2.000,00 €		2.000,00 €	0,37%
	Total funding							***541.500,00 €***		***100,00%***

***All budget lines (with the exception of administration costs) are settled upon provision of evidence.**

Please note: In cases where GIZ funding is to be provided for the award of contracts for external services and/or materials and equipment and/or goods, the relevant procurement guidelines must be observed in accordance with the contractual provisions.

Profits of the recipient will not be financed.

For contract supplements: Please adjust the budget based on the most recently agreed budget and highlight any changes in a different colour. GIZ cannot bear costs that arise as a result of currency fluctuations.

CONFIDENTIAL

Budget- Annex 1		**Name of the third-party recipient: Name of the third-party recipient: Cluster of Bioeconomy and Environment in Western Macedonia (CluBE)**	21.08.2025
Agreement number: 81321551			

	Description	**Code**	**Quantity**	**Unit (person)**	**Quantity**	**Unit (e.g. month, contract, flight...)**	**Eligible for support up to in EUR (price per unit)**	**Total GIZ funding in EUR (up to)**	**Own contributions / third-party financing in EUR (up to)**
1	***Staff*** *(Note: Only direct costs for staff (monthly gross costs for the employer) may be settled. Add-ons such as staff overheads that are calculated pro-rata for staff are not eligible for support. Please indicate job functions, no names of individual persons. Staff costs are:* *a) Prime costs for employees of the Recipient (staff employed by your organization). The evidence for this budget line must be provided in the form of payslips or, in the case of pro rata working time for the financed project, in the form of payslips and time sheets.* *b) Costs for integrated consultants (self-employed or employed by a third party and seconded to the Recipient) and therefore not working on the basis of an employment contract with the Recipient, but who still work under the instructions/supervision of the Recipient, provided that this is legally permissible under the law applicable to the contract of the integrated consultant. For further requirements see Annex 3a:* ***Requirements regarding budget and financial processing-giz.de***							***85.440,00 €***	***The pro-rata financing of budget lines should be avoided and applied only to personnel costs and fair-shared costs, if applicable.***
	Senior Project Manager	I,II,III,IV	30%	person	28	months	3.500,00 €	29.400,00 €	
	Finance Manager	I,II,III,IV	24%	person	25	months	3.500,00 €	21.000,00 €	
	Communication Manager	IV	33%	person	21	months	3.000,00 €	20.790,00 €	
	Junior Project Manager	I,II,III,IV	30%	person	19	months	2.500,00 €	14.250,00 €	
2	***External services (type/content of service)***							***0,00 €***	
3	***Transport costs / travel expenses***							***5.324,00 €***	
	National project related travels	III, IV			Trips			1.416,00 €	
	Inner-European project related travels	IV			Trips			3.908,00 €	
4	**CO2-compensation for flights**							***145,09 €***	
	Inner-European project related travels	IV			compensation			145,09 €	
5	***Procurement of materials and equipment***							***0,00 €***	
6	***Other costs / consumables***							***0,00 €***	

	Description	Code	Quantity	Unit (person)	Quantity	Unit (e.g. month, contract, flight...)	Eligible for support up to in EUR (price per unit)	Total GIZ funding in EUR (up to)	Own contributions / third-party financing in EUR (up to)
7	***Funds for direct support of third-party beneficiaries*** *(Note: This budget line refers solely to financial contributions to third-party beneficiaries. These contributions should not be used for the purchase of medicines, pesticides and/or mineral fertilizers. The selection process for the third-party beneficiaries has to be described in the project description. Provision of evidence: see sub-budget line.)*							***0,00 €***	
8	***Fair shared costs (according to the Fair Shared Cost Model of the grant recipients)***							***0,00 €***	
	Subtotal – direct costs							**90.909,09 €**	
9	***Administration costs***							***9.090,91 €***	
	Administration costs (on budget lines 1-8)		10,00%				90.909,09 €	9.090,91 €	
	Subtotal – GIZ funding (up to – upon provision of evidence)* ***(direct costs + administration costs)***							**100.000,00 €**	
	GIZ funding (up to – upon provision of evidence)*							**100.000,00 €**	

***All budget lines (with the exception of administration costs) are settled upon provision of evidence.**

Please note: In cases where GIZ funding is to be provided for the award of contracts for external services and/or materials and equipment and/or goods, the relevant procurement guidelines must be observed in accordance with the contractual provisions.

Profits of the third-party recipient will not be financed.

For contract supplements: Please adjust the budget based on the most recently agreed budget and highlight any changes in a different colour. GIZ cannot bear costs that arise as a result of currency fluctuations.

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Budget- Annex 1		Name of the third-party recipient: National Extension Agency (NEA)	21.08.2025

Agreement number: 81321551

	Description	Code	Quantity	Unit (person)	Quantity	Unit (e.g. month, contract, flight...)	Eligible for support up to in EUR (price per unit)	Total GIZ funding in EUR (up to)	Own contributions / third-party financing in EUR (up to)
1	***Staff*** *(Note: Only direct costs for staff (monthly gross costs for the employer) may be settled. Add-ons such as staff overheads that are calculated pro-rata for staff are not eligible for support. Please indicate job functions, no names of individual persons. Staff costs are:* *a) Prime costs for employees of the Recipient (staff employed by your organization). The evidence for this budget line must be provided in the form of payslips or, in the case of pro rata working time for the financed project, in the form of payslips and time sheets.* *b) Costs for integrated consultants (self-employed or employed by a third party and seconded to the Recipient) and therefore not working on the basis of an employment contract with the Recipient, but who still work under the instructions/supervision of the Recipient, provided that this is legally permissible under the law applicable to the contract of the integrated consultant. For further requirements see Annex 3a:* ***Requirements regarding budget and financial processing-giz.de***							***57.300,00 €***	***The pro-rata financing of budget lines should be avoided and applied only to personnel costs and fair-shared costs, if applicable.***
	Project Manager	I,II,III,IV	35,72%	person	28	months	2.499,60 €	24.999,96 €	
	Project Assistant	I,II,III,IV	41,21%	person	28	months	1.299,96 €	14.999,98 €	
	Data Analysis Specialist	I	51,49%	person	28	months	1.199,96 €	17.300,06 €	
2	***External services (type/content of service)***							***12.827,00 €***	
	Expert for Knowledge Transfer & Dissemination	IV	Contract					12.827,00 €	
3	***Transport costs / travel expenses***							***3.769,90 €***	
	Inner-European project related travels	IV	Trips					3.769,90 €	
4	**CO2-compensation for flights**							***150,00 €***	
	Inner-European project related travels	IV	compensation					150,00 €	
5	***Procurement of materials and equipment***							***0,00 €***	
6	***Other costs / consumables***							***1.000,00 €***	
	Design and Printing costs	IV	service					1.000,00 €	

	Description	Code	Quantity	Unit (person)	Quantity	Unit (e.g. month, contract, flight...)	Eligible for support up to in EUR (price per unit)	Total GIZ funding in EUR (up to)	Own contributions / third-party financing in EUR (up to)
7	***Funds for direct support of third-party beneficiaries*** *(Note: This budget line refers solely to financial contributions to third-party beneficiaries. These contributions should not be used for the purchase of medicines, pesticides and/or mineral fertilizers. The selection process for the third-party beneficiaries has to be described in the project description. Provision of evidence: see sub-budget line.)*							***0,00 €***	
8	***Fair shared costs (according to the Fair Shared Cost Model of the grant recipients)***							***0,00 €***	
	Subtotal – direct costs							**75.046,90 €**	
9	***Administration costs***							***4.953,10 €***	
	Administration costs (on budget lines 1-8)		6,60%				75.046,90 €	4.953,10 €	
	Subtotal – GIZ funding (up to – upon provision of evidence)* ***(direct costs + administration costs)***							**80.000,00 €**	
	GIZ funding (up to – upon provision of evidence)*							**80.000,00 €**	

***All budget lines (with the exception of administration costs) are settled upon provision of evidence.**

Please note: In cases where GIZ funding is to be provided for the award of contracts for external services and/or materials and equipment and/or goods, the relevant procurement guidelines must be observed in accordance with the contractual provisions.

Profits of the third-party recipient will not be financed.

For contract supplements: Please adjust the budget based on the most recently agreed budget and highlight any changes in a different colour. GIZ cannot bear costs that arise as a result of currency fluctuations.

CONFIDENTIAL

Budget- Annex 1		**Name of the third-party recipient: Municipality of Florina**						21.08.2025
Agreement number: 81321551								
	Description	**Code**	**Quantity**	**Unit (person)**	**Quantity**	**Unit (e.g. month, contract, flight...)**	**Eligible for support up to in EUR (price per unit)**	**Total GIZ funding in EUR (up to)**	**Own contributions / third-party financing in EUR (up to)**
1	***Staff*** *(Note: Only direct costs for staff (monthly gross costs for the employer) may be settled. Add-ons such as staff overheads that are calculated pro-rata for staff are not eligible for support. Please indicate job functions, no names of individual persons. Staff costs are:* *a) Prime costs for employees of the Recipient (staff employed by your organization). The evidence for this budget line must be provided in the form of payslips or, in the case of pro rata working time for the financed project, in the form of payslips and time sheets.* *b) Costs for integrated consultants (self-employed or employed by a third party and seconded to the Recipient) and therefore not working on the basis of an employment contract with the Recipient, but who still work under the instructions/supervision of the Recipient, provided that this is legally permissible under the law applicable to the contract of the integrated consultant. For further requirements see Annex 3a:* ***Requirements regarding budget and financial processing-giz.de***							***37.400,00 €***	***The pro-rata financing of budget lines should be avoided and applied only to personnel costs and fair-shared costs, if applicable.***
	Project Manager	I,II,III,IV	50%	person	28	months	1.600,00 €	22.400,00 €	
	Finance Manager	I,II,III,IV	50%	person	20	months	1.500,00 €	15.000,00 €	
2	***External services (type/content of service)***							***27.716,00 €***	
	Design, production, and material services	III, IV			Contract			11.800 €	
	Visibility services	III, IV			Contract			3.500 €	
	Photo and video services	III, IV			Contract			3.916 €	
	Technical support	III, IV			Contract			1.100 €	
	Communication services	III, IV			Contract			2.500 €	
	Venue and catering	III, IV			Contract			4.900 €	
3	***Transport costs / travel expenses***							***3.844,00 €***	
	Inner-European project related travels	IV			Trips			3.844,00 €	
4	**CO2-compensation for flights**							***180,00 €***	
	Inner-European project related travels	IV			compensation			180,00 €	
5	***Procurement of materials and equipment***							***7.600,00 €***	
	Visual Equipment	III, IV			purchase/invoice			5.000,00 €	

	Description	Code	Quantity	Unit (person)	Quantity	Unit (e.g. month, contract, flight...)	Eligible for support up to in EUR (price per unit)	Total GIZ funding in EUR (up to)	Own contributions / third-party financing in EUR (up to)
	IT equipment	III, IV	purchase/invoice					2.600,00 €	
6	***Other costs / consumables***							***0,00 €***	
7	***Funds for direct support of third-party beneficiaries*** *(Note: This budget line refers solely to financial contributions to third-party beneficiaries. These contributions should not be used for the purchase of medicines, pesticides and/or mineral fertilizers. The selection process for the third-party beneficiaries has to be described in the project description. Provision of evidence: see sub-budget line.)*							***0,00 €***	
8	***Fair shared costs (according to the Fair Shared Cost Model of the grant recipients)***							***0,00 €***	
	Subtotal – direct costs							**76.740,00 €**	
9	***Administration costs***							***7.260,00 €***	
	Administration costs (on budget lines 1-8)		9,46%				76.740,00 €	7.260,00 €	
	Subtotal – GIZ funding (up to – upon provision of evidence)* ***(direct costs + administration costs)***							**84.000,00 €**	
	GIZ funding (up to – upon provision of evidence)*							**84.000,00 €**	

***All budget lines (with the exception of administration costs) are settled upon provision of evidence.**

Please note: In cases where GIZ funding is to be provided for the award of contracts for external services and/or materials and equipment and/or goods, the relevant procurement guidelines must be observed in accordance with the contractual provisions.

Profits of the third-party recipient will not be financed.

For contract supplements: Please adjust the budget based on the most recently agreed budget and highlight any changes in a different colour. GIZ cannot bear costs that arise as a result of currency fluctuations.

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Budget- Annex 1		Name of the third-party recipient: Municipality of Novaci							21.08.2025
Agreement number: 81321551									
	Description	**Code**	**Quantity**	**Unit (person)**	**Quantity**	**Unit (e.g. month, contract, flight...)**	**Eligible for support up to in EUR (price per unit)**	**Total GIZ funding in EUR (up to)**	**Own contributions / third-party financing in EUR (up to)**
1	***Staff*** *(Note: Only direct costs for staff (monthly gross costs for the employer) may be settled. Add-ons such as staff overheads that are calculated pro-rata for staff are not eligible for support. Please indicate job functions, no names of individual persons. Staff costs are:* *a) Prime costs for employees of the Recipient (staff employed by your organization). The evidence for this budget line must be provided in the form of payslips or, in the case of pro rata working time for the financed project, in the form of payslips and time sheets.* *b) Costs for integrated consultants (self-employed or employed by a third party and seconded to the Recipient) and therefore not working on the basis of an employment contract with the Recipient, but who still work under the instructions/supervision of the Recipient, provided that this is legally permissible under the law applicable to the contract of the integrated consultant. For further requirements see Annex 3a:* ***Requirements regarding budget and financial processing-giz.de***							***25.228,00 €***	***The pro-rata financing of budget lines should be avoided and applied only to personnel costs and fair-shared costs, if applicable.***
	Project manager	I,II,III,IV	100%	person	28	months	570,00 €	15.960,00 €	
	Finacial manager	I,II,III,IV	100%	person	28	months	331,00 €	9.268,00 €	
2	***External services (type/content of service)***							***3.500,00 €***	
	Venue and catering	IV	Contract/Contracts					3.500,00 €	
3	***Transport costs / travel expenses***							***3.992,00 €***	
	Inner-European project related travels	IV	Trips					3.992,00 €	
4	**CO2-compensation for flights**							***180,00 €***	
	Inner-European project related travels	IV	compensation					180,00 €	
5	***Procurement of materials and equipment***							***0,00 €***	
6	***Other costs / consumables***							***2.100,00 €***	
	Design and Printing Services	IV	Service					2.100,00 €	

	Description	Code	Quantity	Unit (person)	Quantity	Unit (e.g. month, contract, flight...)	Eligible for support up to in EUR (price per unit)	Total GIZ funding in EUR (up to)	Own contributions / third-party financing in EUR (up to)
7	***Funds for direct support of third-party beneficiaries*** *(Note: This budget line refers solely to financial contributions to third-party beneficiaries. These contributions should not be used for the purchase of medicines, pesticides and/or mineral fertilizers. The selection process for the third-party beneficiaries has to be described in the project description. Provision of evidence: see sub-budget line.)*							***0,00 €***	
8	***Fair shared costs (according to the Fair Shared Cost Model of the grant recipients)***							***0,00 €***	
	Subtotal – direct costs							**35.000,00 €**	
9	***Administration costs***							***0,00 €***	
	Administration costs (on budget lines 1-8)		0,00%				35.000,00 €	0,00 €	
	Subtotal – GIZ funding (up to – upon provision of evidence)* ***(direct costs + administration costs)***							**35.000,00 €**	
	GIZ funding (up to – upon provision of evidence)*							**35.000,00 €**	

***All budget lines (with the exception of administration costs) are settled upon provision of evidence.**

Please note: In cases where GIZ funding is to be provided for the award of contracts for external services and/or materials and equipment and/or goods, the relevant procurement guidelines must be observed in accordance with the contractual provisions.

Profits of the third-party recipient will not be financed.

For contract supplements: Please adjust the budget based on the most recently agreed budget and highlight any changes in a different colour. GIZ cannot bear costs that arise as a result of currency fluctuations.

European Climate Initiative (EUKI)

Project proposal

Green Pre-Incubators for Just Transition

submitted by

National & Kapodistrian University of Athens

Please enclose the following attachments **and name the files starting with "*Annex [Letter]...":***

☒	Annex A: Timeline/Gantt chart on the project schedule (please use our template for Annex A).
☒	Annex B: Letter of support/demonstration of interest on the part of the partner government or, if applicable, another suitable body in the target country.
☐	Annex C: Written confirmation (incl. amount of co-financing) from each further third-party donor.
☒	Annex D: Budget template (please use our template for Annex D).
☒	Annex E: Order form for registration of a creditor (please use our template for Annex E). *Please only submit for the implementer!*
☒	Commercial and Legal Information (CLI): Please fill out the respective fields on the platform with your Commercial and Legal Information. Please allow sufficient time and ensure that you provide complete and correct information on the platform. In addition, please upload all required documents.
☒	Annex F: Proof of legal form *To be handed in by the implementer as well as implementing partners. All documents should be submitted in the original language with a translation into English/German.*
☒	Annex G: Proof of non-profit status *To be handed in by the implementer as well as implementing partners. All documents should be submitted in the original language with a translation into English/German.*
☒	Annex H: Annual financial statements for the past three years including the last audited annual financial statement available or Annual financial statements and a signed self-declaration, stating that these annual financial statements are not relevant for auditing purposes under national law (with a reference to the corresponding legal basis). *Please only submit for the implementer. All documents should be submitted in the original language with a translation into English/German.*
☐	Annex I: Signed self-declaration of commitment to create and use an electronic or a manual time recording system for the duration of the project (please use our template for Annex I). *Please only submit for the implementer. Only in case that no verifiable time recording is already available.*
☒	Annex J: Standards of your organisation regarding the awarding of contracts for supplies and services and one example of a completed procurement documentation. *Please only submit for the implementer. All documents should be submitted in the original language with a translation into English/German.*
☒	Annex K: *If available:* Audit report(s) of other donors or auditing bodies *Please only submit for the implementer. All documents should be submitted in the original language with a translation into English/German.*

☒	Annex L: Statement of compliance with the law and anti-corruption (please use our template for Annex L). *Please only submit for the implementer.*

With this signature, we confirm that all information in the project proposal, on the platform (Commercial and Legal Information) and in the annexes is correct, consistent and complete.

Athens, 7 October 2025

Place, date

Legally binding signature

[Name of the authorised officer]

Stamp

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH has been commissioned by the German Federal Ministry for the Environment, Climate Action, Nature Conservation and Nuclear Safety (BMUKN) with the implementation of the European Climate Initiative. Funds will be disbursed by means of a Zuschussvertrag - for implementers legally registered in Germany - or Grant agreements - for implementers from outside Germany.
Model contracts are available for download on the EUKI website for Zuschussverträge and Grant Agreements.

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

1	Project master data	
1.1 Project	Project number	**25_040_Green Pre-Incubators**
	Project title	**Green Pre-Incubators for Just Transition**
	Country/countries of implementation	Greece, North Macedonia
	If applicable: Names of municipalities/cities (including postal code), governmental regions, provinces and/or federal states the project will work with or in.	Greece: Attica, Region of Western Macedonia (postal code 10561, 53100, 50100) North Macedonia: Region of Pelagonia (postal code 7000, 7211)
	Project duration	01.12.2025-31.03.2028
	Sector	Just Transition
1.2 Implementer	Name	**National and Kapodistrian University of Athens**
	Department	Archimedes Center for Innovation & Entrepreneurship
	Street, No.	6 Christou Lada Str
	Postal code, town/city	10561, Athens
	Country	Greece
	Contact person	Nikolaos Thomaidis, Marios Tsakas
	Telephone	00302103689549 / 00302103688192
	Email	ntho@chem.uoa.gr, tsakasm@agro.uoa.gr
	Contact person for public relations	Theoni Karlessi
	Telephone	00306934605665
	Email	karlessith@phys.uoa.gr
	Website	www.uoa.gr, https://archimedes.uoa.gr/en/
	Type of institution	Academic/research institution
	Legal structure	Legal entity of its own
	Deduction of input tax according to § 15 UStG (if registered in Germany)	not eligible
	Total staff	6 in Archimedes Center, 7,044 Employees in Projects at the University
	Staff for the project	6
	Year established	1837
	Experience in the target region [years]	20
	Experience in activities relevant to the project [years]	25

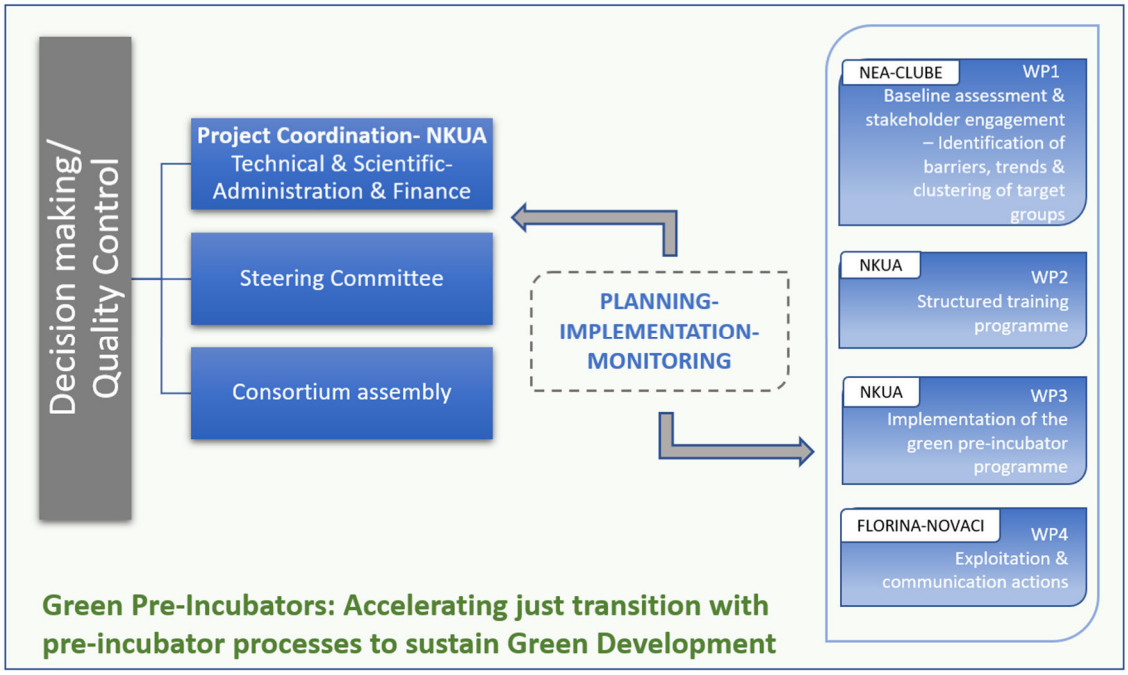
	Role/function of the implementer in the project proposed	Project coordination, development of the training programme, implementation of operational phase of the pre-incubation framework, active participation in the dissemination & awareness and long-term exploitation strategies of the developed structures
1.3 Implementing partner(s)		
1st Implementing partner	Name (translated into English and in local language)	**Bioeconomy and Environment Cluster of Western Macedonia (CluBE)** Cluster Βιοοικονομίας και Περιβάλλοντος Δυτικής Μακεδονίας
	Department	-
	Street, No.	ZEP Area
	Postal code, town/city	50100, Kozani
	Country	Greece
	Contact person	Amalia Marinou
	Telephone	+30 24610 56625
	Email	info@clube.gr, a.marinou@clube.gr
	Website	www.clube.gr
	Type of institution	Non-profit enterprises
	Legal structure	Legal entity of its own
	Total staff	38
	Staff for the project	4
	Year established	2014
	Revenue [EUR/year]	2,691,882.54
	Experience in the target region [years]	11
	Experience in activities relevant to the project [years]	11
	Capabilities and experiences relevant to the project	CluBE has a vast experience in the field of bioeconomy, biomass, bioenergy and green hydrogen. CluBE has successfully completed and also currently manages several European and Transnational Projects in the fields of Research, Innovation, and Dissemination of Knowledge and has assisted the regional business sector on promoting and fostering entrepreneurship in Western Macedonia. CluBE's areas of expertise, regarding the project preparation and implementation, are stakeholder engagement (mainly local and regional but also National and European), local and regional replication, coordination of local demo sites, communication, and dissemination as well as knowledge transfer and mobilisation of entrepreneurship.
2nd Implementing partner	Name (translated into English and in local language)	**National Extension Agency (NEA)** Агенција за поттикнување на развојот на земјоделството

	Department	Agriculture and Rural Development Sector
	Street, No.	Kliment Ohridski bb, Pelagonka II-5/3
	Postal code, town/city	7000, Bitola
	Country	Republic of North Macedonia
	Contact person	Zlatko Sireta
	Telephone	+389 72 252 431
	Email	zlatko.sireta@agencija.gov.mk
	Website	http://agencija.gov.mk/
	Type of institution	National, regional and local authorities
	Legal structure	Public law body (body of state government with legal entity status, the employees of NEA have the status of civil servants)
	Total staff	90
	Staff for the project	3
	Year established	1998
	Revenue [EUR/year]	1,211,203 EUR (2024)
	Experience in the target region [years]	Over 20 years in agriculture advisory services
	Experience in activities relevant to the project [years]	7
	Capabilities and experiences relevant to the project	The National Extension Agency (NEA) brings over twenty years of hands-on experience in agricultural advisory services and rural development, underpinned by a track record in managing and implementing EU-funded initiatives. Since its establishment in 1998, NEA has coordinated cross-border programmes such as AGROWCHAIN (2018–2021) and RENAISSANCE (2021–2023) under the IPA CBC “Greece–North Macedonia” framework and is currently leading CARBONICA (2023–2026) within HORIZON-WIDERA. This wealth of project management expertise is complemented by in-house capacity for rigorous socio-economic and vulnerability assessments, data-driven target-group clustering, and tailored training and advisory services that ensure effective stakeholder engagement, policy alignment, and sustainable impact.
3rd Implementing partner	Name (translated into English and in local language)	**Municipality of Florina** Δήμος Φλώρινας
	Department	Administrative Office
	Street, No.	Megalou Alexandrou Str. 97
	Postal code, town/city	53100, Florina
	Country	Greece
	Contact person	Vasileios N. Giannakis
	Telephone	+302385351010
	Email	mayor-office@cityoflorina.gr

	Website	http://cityoflorina.gr/
	Type of institution	National, regional or local authorities
	Legal structure	Legal entity of its own
	Total staff	367
	Staff for the project	2
	Year established	2010 (Law 3852/2010)
	Revenue [EUR/year]	68,540,605 EUR (2024)
	Experience in the target region [years]	20
	Experience in activities relevant to the project [years]	15
	Capabilities and experiences relevant to the project	The Municipality of Florina plays a pivotal role in Western Macedonia's just transition efforts as the region shifts away from lignite-based economy. Over the past decade, Florina has built strong capacity in cross-border cooperation and sustainable development, participating in five EU-funded projects under Interreg IPA CBC frameworks with Greece–North Macedonia and Greece–Albania (2017–2023). These have addressed green mobility, air quality, bio-waste management and eco-tourism. With an active role in regional planning and EU programming, the municipality has cultivated extensive partnerships and mechanisms for local stakeholder engagement. Florina offers a strong administrative framework, community engagement mechanisms and proven experience in promoting stakeholder engagement, public participation and the integration of climate objectives into local strategies. Its participation in the "Green Pre-Incubators" project enhances the alignment of municipal policy with green entrepreneurship, capacity building and innovation.
4th Implementing partner	Name (translated into English and in local language)	**Municipality of Novaci** Општина Новаци
	Department	Department for local economic development
	Street, No.	1st Street
	Postal code, town/city	7211 Novaci
	Country	Republic of North Macedonia
	Contact person	Katerina Cukalevska & Igorce Risteski
	Telephone	+389 47 20 30 60
	Email	gradonacalnik@opstinanovaci.gov.mk
	Website	https://opstinanovaci.gov.mk/
	Type of institution	Local self-Government, National, regional and local authorities
	Legal structure	Legal entity of its own
	Total staff	33

	Staff for the project	2
	Year established	2005
	Revenue [EUR/year]	2,293,615 EUR
	Experience in the target region [years]	10
	Experience in activities relevant to the project [years]	5
	Capabilities and experiences relevant to the project	The Municipality of Novaci is a key stakeholder in North Macedonia's just transition process, given its central role as the host community of REK Bitola, the country's largest coal-fired power plant. Over the past decade, Novaci has actively engaged in cross-border cooperation and EU-funded initiatives aimed at fostering sustainable local development and preparing for the post-lignite era. Through its Department for Local Economic Development, the municipality has successfully implemented projects such as aGROWchain (INTERREG IPA CBC 2018–2021), focusing on sustainable agro-waste supply chains, and has partnered with SALAR International to improve local waste management practices. These experiences have strengthened Novaci's capacity to manage international projects, mobilize local stakeholders, and translate complex climate and economic policies into community-level actions. With its established networks across municipal, regional, and cross-border partners, Novaci is well-positioned to facilitate stakeholder engagement, disseminate project results, and ensure the policy integration and long-term sustainability of the Green Pre-Incubators project.

1.4 Steering structure	The **Green Pre-Incubators** project consortium consists of 5 experienced consortium members led by the National and Kapodistrian University of Athens (implementer) in partnership with the Bioeconomy and Environment Cluster of Western Macedonia (CluBE), National Extension Agency (NEA) as well as the Municipalities of Florina and Novaci (implementing partners). A management body, the Steering Committee (SC), consisting of one representative per implementing partner, with identified responsibilities, will be formed in the beginning of the project to assist decision making and smooth implementation of the project. The SC members will monitor the project activities and will be responsible for the quality assurance of the tasks and the timeline of activities, as well as for risk management and corrective actions. The implementer, National & Kapodistrian University of Athens (NKUA), holds primary responsibility for the project's implementation and will closely collaborate with the leaders of all activities in a structured manner. The management of administrative issues and the communication with EUKI are the implementer's responsibility. Aside from providing central coordination and management of the project, NKUA will be responsible for fulfilling reporting obligations towards the EUKI funding programme, monitoring the project timeline, overall progress and the achievement of project-specific indicators and EUKI standard indicators. The implementer is the contact person and contractual partner of GIZ, also being responsible for the project's administration and financial management towards GIZ. The responsibilities and rights of each implementing partner will be governed by a Partnership Agreement to be signed at the start of the project by the consortium members. As an Annex to the Partnership Agreement, guidelines for the project implementation will be provided setting the procedural framework in line with EUKI requirements and obligations.

	The fixed project meetings (Q4 2025 (kick-off), Q4 2026, Q3 2027 and Q1 2028 and web conferencing at Q2 2026, Q3 2026, Q1 2027, Q4 2027) will be planned for continuous monitoring and evaluation of the results and for improvements regarding the activities, with dedicated sessions taking place regularly. The consortium will exploit all possible opportunities to take part in EUKI networking events to exchange experience and disseminate the scope and outcomes of the project. **National and Kapodistrian University of Athens (NKUA)** Project management, development of the training programme, implementation of operational phase of the pre-incubation framework, active participation in the dissemination & awareness raising and long-term exploitation strategies of the developed structures **Cluster of Bioeconomy and Environment in Western Macedonia (CluBE)** Definition and clustering of target groups / creation of interactions, assist the development and implementation of the training procedure, dissemination actions **National Extension Agency (NEA)** Analysis of the current status of the transition beyond coal economy & emerging trends, dissemination actions **Municipality of Florina & Municipality of Novaci** Dissemination & communication, policy integration & replicability, application and realisation of the pre-incubator and accelerator programme in the targeted regions Figure 1 shows the steering structure of the project indicating the implementation strategy and interactions.  Fig. 1 Steering structure of the Green Pre-Incubators project

2 Brief description	
2.1 Structured brief description	Promoting green entrepreneurship and low-carbon innovation in transitioning regions is crucial to achieve EU climate targets and foster a just transition. This project serves as a structured pre-incubation and early-stage launchpad initiative focusing on awareness ideation, and capacity building for green entrepreneurship in Greece and the Republic of North Macedonia. Through a combination of digital tools, local mentoring and stakeholder engagement, it supports young and aspiring entrepreneurs to shape viable climate-oriented business ideas. By promoting climate innovation at an early stage, the project empowers local actors, improves regional cooperation

	and lays the foundation for greenhouse gas emission reductions across sectors such as energy, agriculture and circular economy.

3 Problem analysis	
3.1 Key issues in the sector to be addressed by the project	The cross-border region encompassing Florina (Greece) and Novaci (Republic of North Macedonia) represents a critical area for Europe's coal phase-out ambitions. Both communities have historically been dependent on lignite-based economy, resulting in high employment vulnerability. As the EU and EU accession countries tighten their climate targets, these areas face major structural challenges, including insufficient reskilling mechanisms, low institutional capacity and weak access to financial and entrepreneurial ecosystems. The "Green Pre-Incubators" project directly addresses these gaps to enable a just and locally led transition through cross-border cooperation, capacity building and climate innovation. The key issues per country are analysed below. Republic of North Macedonia – Municipality of Novaci Novaci is home to REK Bitola, the largest coal-fired power plant in the country, covering 54.3% of North Macedonia's electricity generation in 2022 (National Energy and Climate Plan (NECP) NMKD, 2022; Republic of North Macedonia Country Strategy, 2025). Currently the North Macedonian NECP is being revised and the 2025 version will be soon available. The local economy is significantly linked to this facility, which directly employs 2,500 to 3,000 workers and indirectly supports hundreds more in supply chains and services. According to the National Long-Term Strategy for Climate Action (NMK LTS, 2021), the share of coal in electricity generation is expected to drop dramatically by 2030. In addition, as North Macedonia aspires to join the European Union, aligning with EU climate and energy policies and targets has become particularly important for its national and local strategies. However, this transition is hindered by critical barriers: - A technical workforce deficit of 30–35% in energy transition fields (NMK LTS, 2021). - Limited investment, with less than 20% of the funds required for the restructuring of the energy sector secured (ibid.) - Weak local capacity to design and implement just transition plans Greece – Municipality of Florina Florina, located in Western Macedonia, is undergoing an accelerated decarbonisation process following Greece's 2019 commitment to phase out lignite by 2028. This transition has triggered strong socio-economic pressure. According to the World Bank (2020), the industry sector (except construction) accounted for almost 49% of Florina's gross value added (GVA) mainly due to lignite related activities, a clear indicator of mono-sectoral dependence. The region also exhibits: - Unemployment rates of over 25% in the 15–29 age group (Eurostat, 2022) - A population decline of 10.2% between 2011 and 2021 (ELSTAT, 2022), due to youth outmigration and the lack of alternative employment opportunities - Persistent skills gaps in the green sectors, as noted by IENE (2023) - Slow absorption of the EU funding concerning just transition (Just Transition Development Programme (JTDP) and the EU Recovery and Resilience Facility (RRF) The implementation of the "Green Pre-Incubators" project will create the necessary conditions for a locally driven, cross-border just transition in these areas. By building project development capacity, promoting inclusive governance and mobilizing climate-oriented entrepreneurship, the project will help bridge the persistent gap between policy development and implementation on the ground, especially in vulnerable regions such as Florina and Novaci. In this way, it directly addresses the main barriers identified – strengthening the local workforce and skills base, improving the capacity of municipalities to design and implement transition plans, and catalysing investment and entrepreneurship, that are currently lacking.

3.2 Stakeholder landscape in the sector	The map of actors provides an overview of the identified stakeholder groups, their role, interaction and level of involvement in the project. In order to prioritize and segment the stakeholder groups, multiple parameters are considered: The influence of the actors in the project, their interest in its scope and activities, and the impact as a two-way process - to the project and the degree of the project's influence to the actors. Primary stakeholders are identified as the groups with direct connection to the problems addressed by the project (skills gap, lack of investment, weak local capacity) and the solutions provided by the project results (enhancement of skills, capacity building, societal motivation and engagement). Primary actors are directly affected by the coal transition and have a strong influence on how just transition strategies are designed and implemented (ministries, municipalities, industries). Secondary actors play a supportive and complementary role to the extension of the project's impact and sustainability. They contribute through dissemination, technical assistance, research and replication (business associations, universities, development agencies, utilities, community organizations and financing institutions). The clustering of the stakeholder groups maximises their effective approach and engagement in the project activities: Primary stakeholders are at the core of addressing the challenges of transition, while secondary stakeholders enable the scaling and sustainability of the solutions developed. **Primary Stakeholders** • Ministries of Environment, Energy, and Economy (GR/NMK): They set the policy and regulatory frameworks in which local transition strategies operate as well as influence funding priorities and long-term implementation of green transition goals. • Municipalities/Public authorities affected by post-lignite transition (e.g. Kozani, Eordaia, Amintaio, Prespes, Bitola): They represent areas with similar socio-economic and environmental challenges. Their endorsement reflects regional interest in replicating and scaling up project activities. Letters of Support provided by the Municipalities of Kozani, Prespes, Amintaio, Eordaia attest their active contribution to dissemination activities, community engagement, and their consideration to replicate project results across neighbouring territories. • Energy & utilities industry (e.g. PPC in Greece / ESM in North Macedonia): Their decarbonisation strategies and infrastructure planning shape the pace and scope of the transition. They are engaged through WP1 (data analysis, stakeholder feedback) and WP4 (policy recommendations), supporting evidence-based strategic decisions. • Green Transition Target Groups (GTTG) (youth, entrepreneurs, unemployed individuals and former lignite workers): They represent both the direct beneficiaries and active agents of change and participate in workshops, idea development, and capacity-building. Their empowerment is crucial to the just transition and drives impact at the community level. The Association of Active Youths of Florina (OENEF) explicitly supports the project, stressing their role in engaging young people and amplifying dissemination through their Europe Direct Western Macedonia hub. **Secondary Stakeholders** • Chambers of Commerce, Agricultural Cooperatives, and Local Business Networks: They provide entrepreneurial infrastructure and promote diversification in green sectors. They are supported by the project through targeted training and networking (see WP3/Activities III.1, III.2, III.3). The Chamber of Florina and the Association of Agronomists of Florina confirmed their interest in the project implementation in their Letters of Support. • Academic and Research Institutions: They replicate educational tools and methods developed through the project and help scale up impact through academic networks. For example, the University "St. Kliment Ohridski" in Bitola and the Faculty of Agricultural Sciences and Food Skopje have expressed their support to the project.

• Community Groups: They foster local participation and civic engagement and help strengthen social acceptance and co-creation of project outputs. The Center for Civic Initiative (NMK) and the Association of Florina Race confirmed in their Letters of Support their involvement in dissemination and community mobilisation, showing how civic actors can co-create outputs and improve social acceptance.

• The business sector in the region will benefit from the increased local capacity in green entrepreneurship, developed during the project, in terms of developing innovative green products and services, fostering a proactive and resilient mindset and adapting to evolving market needs for sustainability, driving the transition to a sustainable economy. The knowledge and skills developed by participants will remain within the region, supporting future green investments and workforce readiness. Stakeholders such as SHAPE IKE (Media & Events), ANFLO (Development Agency of Florina), ANKO (Western Macedonia Development Agency), DIADYMA (waste management company), DEYAF (Water & Sewage Utility of Florina), and the Green Fund expressed their support for the project through Letters of Support. Greece's Green Fund manages and provides financial and technical support to support the country's environmental policy. Business sector players in their Letters of Support, confirmed their willingness to contribute primarily to dissemination activities, event organisation, and the replication of project results, while underlining their availability to be involved in project activities and to support the engagement of additional actors through their networks.

Interactions are mapped in Fig. 2, illustrating how primary stakeholders (ministries, municipalities, utilities, and target groups) are directly linked to project activities, while secondary stakeholders provide complementary support to ensure dissemination, replication, and long-term sustainability.

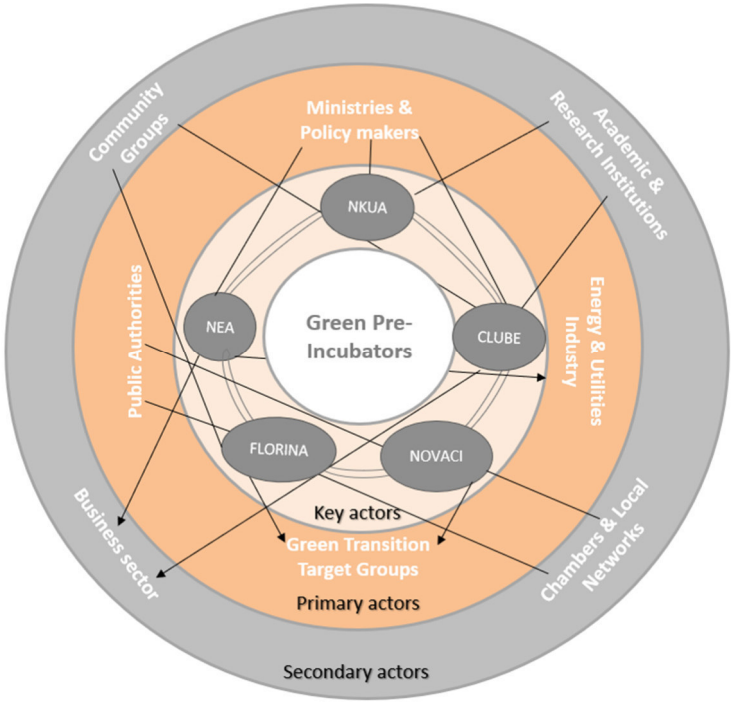


Fig. 2 Map of interactions of Green Pre-Incubators

The consortium has strong collaboration with organizations from the targeted stakeholder groups which have expressed their interested involvement in the project with dedicated Letters of Support aforementioned and listed below:

- SHAPE I.K.E, GR (Media Events, Creative Agency)
- Association of Florina Race (Sheep), GR
- Association of Agronomist of the Prefecture of Florina, GR
- DIADYMA – Waste management of Western Macedonia, GR
- Municipalities of Kozani, Prespes, Amintaio, Eordaia GR
- Network of Energy Municipalities, GR

	- Faculty of Agricultural Sciences and Food Skopje, NMK - Center for Civic Initiative, NMK - Development Agency of Florina S.A, GR - Green Fund, GR - Chamber of Florina, GR - Association of Active Youths of Florina (OENEF) – Europe Direct of Western Macedonia, GR - University "St.Kliment Ohridki"-Bitola, NMK - Municipal Water and Sewage Authorities of Florina (D.E.Y.A.F), GR The “Green Pre-Incubators” project utilizes a comprehensive stakeholder architecture that reflects both the complexity and the opportunities of a just transition. It ensures that institutional, social and economic actors work together synergistically, while responsibility and ownership are anchored in the implementing consortium. This structure will enable the project to provide inclusive and practical responses to the climate policy needs in Florina and Novaci and to strengthen local leadership and long-term sustainability.
3.3 Embedding the project in the target country’s climate policy framework	As a cross-border project between an EU Member State (Greece) and a candidate country (North Macedonia), “Green Pre-Incubators” is embedded within the evolving European and national climate frameworks. The European Climate Law (Regulation (EU) 2021/1119) sets binding targets: Net-zero emissions by 2050 and a 55% reduction of emissions by 2030 (compared to 1990), implemented through the Green Deal and Fit for 55. These frameworks inform instruments like the EU ETS and Clean Energy Directives, while driving the coal phase-out. Greece has legally committed to full decarbonisation under the European Climate Law, with binding targets of 55% greenhouse gas (GHG) reduction by 2030 and climate neutrality by 2050. The phase-out of lignite by 2028, as outlined in the Greek National Energy and Climate Plan (NECP) and Law 4936/2022, marks a profound structural change - especially in regions like Florina, where economic activity has been tightly linked to coal. Despite support measures such as the Just Transition Development Plan (JTDP) and the allocation of funds under the EU’s Just Transition Mechanism, implementation is hindered by capacity gaps, a limited entrepreneurial culture and slow absorption of funds. The “Green Pre-Incubators” project complements national efforts by providing structured training for aspiring green entrepreneurs, including youth, unemployed individuals and former lignite workers, enabling green business ideas and fostering community engagement for inclusive governance and cross-border exchange that connects local needs with sustainable business solutions. The project is also closely aligned with the Greek ‘Master Plan for Fair Development Transition (SDAM)’, which was drafted to serve as the strategic roadmap for the lignite-dependent areas of Western Macedonia and Megalopolis. The plan defines development priorities such as green energy, sustainable agriculture, waste minimisation, infrastructure support, digital economy and education, which correspond directly to the focus area addressed by the project. It is ensured that project outcomes support and integrate within the regional transition visions set by the Master Plan through basing training and pre-incubation modules on those priorities. North Macedonia, though not an EU member state, is actively adapting to the EU acquis. Its 2020–2040 Energy Strategy outlines a coal phase-out between 2025 and 2040, and its participation in the Powering Past Coal Alliance signals a commitment to phase out lignite by 2027. As part of the Powering Past Coal Alliance, North Macedonia has committed to a coal phase-out by 2027. It was also the first contracting party to the Energy Community to complete a National Energy and Climate Plan (NECP)—committing to increase the share of renewable energy sources in its gross energy consumption to 38% and reduce by 51% the greenhouse gas emissions by 2030. This demonstrates a strong determination to accelerate its transition away from coal. A draft climate law is under preparation to codify these ambitions. However, municipalities as Novaci are still heavily dependent on lignite. Through knowledge transfer and structured dissemination actions, the project supports local stakeholders to engage with implemented and tested models of green change from the Greek experience. By linking European climate targets with local transformation, the project promotes equitable and inclusive change in high-carbon regions and paves the way for long-term sustainability.

4 Project's concept	
4.1 Contribution to trans-formational processes	The project contributes to the structural transformation of coal-dependent regions, in Greece and the Republic of North Macedonia, by promoting the transition to a low-carbon and innovation-driven local economy. This is in line with the EU's pathway to climate neutrality by 2050, as set out in the European Climate Law, and reflects the concept of a green transition as a multidimensional process combining decarbonization, economic diversification and social inclusion. The representative regions of Western Macedonia in Greece where Florina is located and Novaci in North Macedonia are directly affected by the phase-out of lignite. These regions are currently experiencing deep socio-economic consequences and need targeted support to unlock sustainable growth pathways that are in line with climate neutrality goals. In both countries, the initial activities of the project entail a thorough assessment of the socio-economic context and the identification of region-specific barriers to decarbonization and a clustering of the target groups based on their needs and potential for green transition (WP1), with a parallel mapping exercise taking place in each country. This is crucial, since the starting points between clusters differ significantly: There are cases that require reskilling from coal-related employment, cases that need entrepreneurial capacity to enter green markets, while others lack access to networks or mentoring. This diversity of needs makes clustering essential to tailor support measures and maximise impact. In Greece (Florina), a full cycle of structured training and development support will be implemented, including tailored workshops, coaching, mentoring and the establishment of a digital lab to help participants develop and refine green business ideas (WP2–WP3). The approach focuses on empowering participants to move from an initial concept to viable business solutions capable of addressing actual local decarbonization challenges. In the Republic of North Macedonia (Novaci), beneficiaries participate in tailored knowledge transfer and policy development activities. These include shared access to training content, active participation in regional workshops, the organization of an event to present the ideas developed in Greece for policy implementation and local dialogue (WP4). The cross-border exchange of people, practices and policies strengthens regional cooperation and paves the way for a more inclusive and bottom-up just transition model. Through this structure, the project contributes to broader transformation efforts by turning vulnerability into opportunity and embedding locally rooted innovation at the heart of the green transition.
4.2 Target group	The project addresses four key target groups whose involvement is crucial to the success of the regional green transition. ● **Young entrepreneurs, graduates and career changers** who seek to shift from traditional sectors to sustainable business models. Initially, the focus in regard to this group will be on Greece, where the pre-incubation process will take place, due to the more advanced stage of the lignite phase-out and the more immediate needs for entrepreneur initiatives. These individuals will be supported through practical training, expert mentoring, and access to a digital platform that helps develop and refine early-stage green business ideas. The process will then be replicated in North Macedonia (AIII.1,2,3,4). ● The project targets **industry stakeholders** operating in sectors affected by the transition from coal to renewable energy such as fossil fuels transportation and coal mining. These actors, both in Greece and in the Republic of North Macedonia, will indirectly benefit from a better educated and sustainability-oriented workforce as well as from innovative low-carbon solutions resulting from the project's activities. ● **National and regional public authorities** are engaged to utilize the project's socio-economic analyses and policy-oriented outputs to better develop and implement climate-relevant strategies. These stakeholders will be involved through structured communication, shared workshops and policy briefs (AIV.3,4). ● **Decision-makers in Florina and Novaci**. By actively participating in data collection, clustering of impacted populations, and participating in final events (AIV.5,6), they are better equipped to shape inclusive and forward-looking local policies for a just transition. By building capacities across these groups and fostering connections between them, the project enables the emergence of local innovation ecosystems that strengthen the foundation for long-term economic and environmental sustainability in both countries.

4.3 Impacts (long-term results)	The project will foster a resilient green entrepreneurship ecosystem in the regions of Florina and Novaci, providing the foundation for new sustainable and climate-resilient business initiatives, thus contributing to inclusive economic diversification. Therefore, it will support job creation and new career prospects in the green economy enforcing local economic growth. Improved institutional capacity to absorb and manage climate-related opportunities and finance, through project development support and policy integration, will enable local authorities to accelerate the implementation of Just Transition strategies and unlock national and EU funds. Low-carbon practices will be promoted across sectors while regional resilience to climate change will be enhanced through locally rooted innovation and cross-border cooperation. Eventually, project insights will be embedded into policy and education, enabling replication and long-term sustainability.
4.4 Results logic and capacity development	The "Green Pre-Incubators" project follows a results-oriented logic to address the multiple challenges of coal-dependent regions in the transition to a low-carbon economy. Its main objective is to enhance green skills, foster cooperation and create readiness for the transition by creating a cross-border pre-incubation framework that transforms innovative ideas into sustainable businesses. The implementation logic of the project is structured around four sequential Outputs, each reflected by a dedicated Work Package (WP) and a set of activities. The project follows the basic principles of pre-incubation processes: Providing early-stage support to help entrepreneurs to develop a viable business idea and prepare to launch a start-up. Key features include training, mentorship and networking. The main goals are to transform ideas into strong business models, provide access to essential resources, and help founders to overcome barriers, build entrepreneurial capacity, and create readiness for sustainable business. OI (Output I) is approached through WP1, led by NEA and CluBE, starting with activity AI.1 (NEA) which includes the collection of socio-economic and environmental data and the identification of barriers to a just transition in Florina and Novaci. This leads to a comprehensive report (Milestone I.1) that presents the status of transition, emerging trends and sector-specific vulnerabilities. It forms the basis for targeted measures and the mobilization of stakeholders. Activity AI.2 focuses on stakeholder engagement. It defines key target groups (TG), assesses their vulnerability to coal phase-out and clusters them based on their needs and potential benefits from pre-incubation. The result is the formation of structured group clusters (Milestone I.2) that ensure that subsequent interventions are tailored, inclusive and responsive to local dynamics. OII (Output II) is reflected by WP2, led by NKUA, and translates this knowledge into capacity building. It develops an interactive and modular training programme (Activity II.1) and integrates a Gamified Digital Lab (Activities II.2–II.3) as a creative ideation and interactive tool. Output II consists of a ready-to-use training structure and digital resources (Milestones II.1 & II.2) that provide both technical and soft skills to aspiring green entrepreneurs. OIII (Output III) is linked to WP3, also coordinated by NKUA, and implements the Pre-Incubation Framework. The participants go through three structured phases: Training Workshops (AIII.1), Mentoring (AIII.2) and Advice on Mature Business Ideas (AIII.3). Feedback mechanisms are integrated in activity AIII.4. Milestones are a report on the implemented training sessions (Milestone III.1), a portfolio of green business ideas (Milestone III.2), a complete documentation of the pre-incubation process (Milestone III.3) and the presentation of the "Green Spark Award" (Milestone III.4). OIV (Output IV) is approached through WP4 that is implemented by NKUA and the municipalities of Florina & Novaci and will focus on dissemination, policy implementation and long-term sustainability. Output IV is produced through Activities IV.1 to IV.6, including events, workshops, communication materials and joint policy briefs (Milestone IV.3). The results include a visibility strategy, reports and a roadmap for replication (Milestones IV.1,2, 4). All outputs and WPs are interlinked and mutually reinforcing the project as: ● WP1 identifies key vulnerabilities and barriers to a just transition in GR and NMK. It also defines key social & professional groups affected by the coal phase-out and clusters according to needs, skills, and readiness levels for green entrepreneurship ● WP2 provides the development of tools and methods for capacity building ● WP3 transforms early-stage business ideas into viable business concepts and validates them before a future formal incubation/acceleration process ● WP4 ensures exploitation of the project and continuity of its outcomes This interplay of activities leads to the project's outcome which is the enhancement of skills, cooperation, and green transition readiness of clustered target groups in regions affected by coal

	transition, through the development of a transnational support structure to transform innovative green ideas into sustainable businesses. The project's approach to capacity development combines structured learning, mentoring, digital tools and peer-to-peer exchange to build confidence and unlock community-led innovation. The results of the project will contribute to the following long-term impacts: Foster a resilient green entrepreneurship ecosystem, new career prospects, acceleration of Just Transition strategies, promote low-carbon practices and adaptation to EU climate targets in Greece and North Macedonia.

Impact			
The project will foster a resilient green entrepreneurship ecosystem in the regions of Florina and Novaci, providing the foundation for new sustainable and climate-resilient business initiatives, thus contributing to inclusive economic diversification. Therefore, it will support job creation and new career prospects in the green economy enforcing local economic growth. Improved institutional capacity to absorb and manage climate-related opportunities and finance, through project development support and policy integration, will enable local authorities to accelerate the implementation of Just Transition strategies and unlock national and EU funds. Low-carbon practices will be promoted across sectors while regional resilience to climate change will be enhanced through locally rooted innovation and cross-border cooperation. Eventually, project insights will be embedded into policy and education, enabling replication and long-term sustainability.			
Outcome Enhancement of skills, cooperation, and green transition readiness of clustered target groups in regions affected by coal transition through the development of a transnational support structure to transform innovative green ideas into sustainable businesses.			
Output I **OI: Trends and barriers to a just transition in GR and NMK are identified. Key social & professional groups affected by the coal phase-out are defined and clustered according to their needs, skills, and readiness levels for green entrepreneurship.**	**Output II** **OII: Integrated training programme to accelerate green business development is produced, tailored to post-lignite regional needs and requirements.**	**Output III** **OIII: The green pre-incubator programme is developed and implemented, upgrading knowledge, skills and business ideas.**	**Output IV** **OIV: Long-term sustainability & replicability is established; the project's results are communicated and disseminated among the stakeholder community**
Work packages and activities			
WP1: Baseline assessment and stakeholder engagement – Identification of barriers, trends & clustering of target groups (led by NEA-CluBE)	**WP2: Structured training programme** *(led by NKUA)*	**WP 3: Operational phase of the green pre-incubator programme** *(led by NKUA)*	**WP 4 : Exploitation & communication actions** *(led by Florina-Novaci)*
A I.1 Collection of socio-economic & environmental data - Identification of barriers to the route of just transition	**A II.1** Planning and development of the training programme modules	**A III.1** Phase 1: Structured training on green business development through a series of workshops	**A IV.1** Strategic dissemination & communication plan
A I.2 Definition & clustering of target groups according to	**A II.2** Development of Gamified Digital Lab for	**A III.2** Phase 2: Coaching and mentoring from business experts	**A IV.2** Visual identity, project branding and dissemination material

their role and the benefit of the pre-incubator process	structuring and refining green business ideas	**A III.3** Phase 3: Submission of mature business ideas and advanced consulting	**A IV.3** Participation in local events
	A II.3 Guidance and application of the Digital Lab	**A III.4** Feedback and evaluation of business ideas	**A IV.4** Media releases, press articles & publications
			A IV.5 Workshop in the Municipality of Novaci to present the developed business ideas from the accelerator procedure in Greece
			A IV.6 Final event to present outcomes, facilitate cross-border networking, and ensure long-term uptake of results in the Municipality of Florina

4.5 Outcome (overarching project goal) including indicators

Outcome:

Enhancement of skills, cooperation and green transition readiness of clustered target groups in regions affected by coal transition through the development of a transnational support structure to transform innovative green ideas into sustainable businesses.

Indicators for the outcome:

Outcome indicator 0.1: Number of developed & validated green business concepts		
Unit: Number of business concepts	Baseline (start of project): 0	Target value (end of project): 5
Means of verification and a description of the verification procedure: - Documented business proposals submitted through the digital lab and positively evaluated by assigned mentors based on predefined criteria (e.g. feasibility, sustainability, alignment with climate goals)		

Outcome indicator 0.2: Percentage of participants (approximately 50 participants in total) who present increased capacity (knowledge, skills, confidence) in green business development after participation in the pre-incubation process		
Unit: Percentage (%)	Baseline (start of project): 0%	Target value (end of project): 85%
Means of verification and a description of the verification procedure: - Pre- and post-training self-assessment surveys filled in by participants at the beginning and end of the training phase. Results will be aggregated and compared to measure improvement. - Evaluation by the steering committee of the project.		

4.6 Outputs (specific project goals) including indicators and work packages (activities)

<u>Output I:</u>

Trends and barriers to a just transition in GR and NMK are identified. Key social & professional groups affected by the coal phase-out are defined and clustered according to their needs, skills, and readiness levels for green entrepreneurship.

Indicators for Output I:

Indicator I.1: Completed baseline assessment report covering socio-economic vulnerabilities and decarbonisation barriers			
Unit: Report	Baseline (start of project): 0	Target value and planned date of attainment: 1 [by March 2026]	
Means of verification and a description of the verification procedure: - Finalised report published online and internally distributed to the consortium			

Indicator I.2: Plan of interactions, identifying patterns between the clusters of candidate entrepreneurs and developing of tailor-made procedures for each cluster		
Unit: Plan of interactions	Baseline (start of project): 0	Target value and planned date of attainment: 1 [by June 2026]
Means of verification and a description of the verification procedure - Written statements of involvement of target actors prepared in cooperation with the consortium describing the role and participation of each actor in the project - Reports of meetings - List of participants		

Activities corresponding to Output I:

Work Package (WP1): Baseline assessment and stakeholder engagement – Identification of barriers, trends & clustering of target groups

Lead: *NEA and CluBE*

WP1 generates a comprehensive understanding of the socio-economic and environmental landscape in both regions, highlighting key barriers to just transition establishing the evidence base and segmentation logic required for designing targeted training interventions, ensuring that the project's next phases are both needs-based and inclusive. The clustering of target groups that the WP provides, enables the tailoring of training content and mentoring strategies to diverse user profiles.

A I.1: Collection of socio-economic & environmental data & identification of barriers to the route of just transition

Collection of quantitative and qualitative data across sectors such as employment, education, energy (the trends in the energy sector since the beginning of the coal transition) and environment to identify priority areas for green entrepreneurship. The data will be collected form excessive - scientific and grey- literature review, datasets from the databases of the consortium, interviews and meetings with stakeholders. NEA will lead the data collection in North Macedonia, CluBE will be responsible for the Greek side and NKUA will monitor methodological consistency and ensure comparability between regions. In addition, the analysis and mapping of the main administrative, financial, technical and behavioural barriers hindering a fair and inclusive decarbonization process in both project regions will be conducted. The analysis will be based on secondary data, existing reports and statistical indicators and will be carried out through research by NKUA and NEA. CluBE will contribute by assessing and elaborating on the findings from the Greek side. The aim is to produce a structured section on the assessment of barriers, which will be part of the baseline report with the insights on key socio-economic and environmental factors, emerging trends and barriers of just transition.

A I.2 Definition & clustering of target groups according to their role and the benefit of the pre-incubator process

Identification & characterisation of target groups (e.g. unemployed youth, aspiring entrepreneurs, small business owners, etc.). On this basis, these prospective green entrepreneurs will be approached, and the following training sessions will be tailored based on this. CluBE will lead the analytical process, with data provided by the municipalities and validated by NEA and NKUA. The next step of the procedure includes the clustering and the structure of a plan of interactions. The

activity will primarily be conducted by CluBE, with NKUA and NEA conducting a review to ensure cross border comparability.

Milestone (MS I.1): Report on the key socio-economic and environmental factors, emerging trends and barriers of just transition (by Q2 2026)

Milestone (MS I.2): Report on the definition and exploitation of group clusters (by Q3 2026)

<u>Output II</u>:
Integrated training programme to accelerate green business development is produced, tailored to post-lignite regional needs and requirements.

Indicators for Output II:

Indicator II.1: Structured training programme to accelerate green business development with different training modules according to cluster analysis (of Output I)		
Unit: Training programme	Baseline (start of project): 0	Target value and planned date of attainment: 1 [by December 2026]
Means of verification and a description of the verification procedure: - Training requirements, objectives, and structure of courses documented in a formal Training Programme Handbook		

Indicator II.2: Gamified Digital Lab for structuring and refining green business ideas		
Unit: IT system	Baseline (start of project): 0	Target value and planned date of attainment: 1 [by June 2027]
Means of verification and a description of the verification procedure: - Guidebook - Operational IT system (web-based application, a link from the project website will be available, directing to the system, the URL will be publicly accessible)		

Activities corresponding to Output II:

Work Package (WP2): Structured training programme

Lead: *NKUA (with support from CluBE and NEA)*

This WP includes all preparatory work for delivering the knowledge components and interactive tools. The training curriculum ensures that all relevant knowledge is tailored to the participants' needs, while the Gamified Digital Lab adds a dynamic layer of engagement. By simulating the experience of pitching to an investor and providing real-time feedback, the Lab activates critical thinking and helps refine ideas before participants move into the operational pre-incubation phase. These tools ensure that participants enter Output III with better structured, more mature business concepts, increasing the programme's potential for success.

A II.1: Planning and development of the training programme modules

Development of a modular curriculum that addresses the key topics of green entrepreneurship, including business modelling, sustainability practises, access to finance and scaling. The curriculum will consist of multiple modules, each structured as a self-contained unit (e.g. introduction to green business models, financial planning, marketing & digital tools, sustainability standards, scaling strategies). Modules will include learning objectives, short lecture content and interactive exercises. The curriculum will be structured to match the different profiles of participants identified in Output I, and a Training Programme Handbook will be created. NKUA is leading this task with support from NEA and CluBE.

A II.2: Development of Gamified Digital Lab for structuring and refining green business ideas

The Gamified Digital Lab is a specialised IT application that provides a phased, game-based pathway to support and provide guidance to approximately 50 trainees in the development of

business ideas as well as in their refinement process. The application will be developed in an agile methodology reaching initially the Minimum Viable Product (MVP) stage and will then be scaled up to production. A cloud-native architecture will be adopted to ensure the reliability, scalability and extensibility of the software. In the first phase, it collects basic data about participants' business ideas (sector, knowledge level and familiarity with green transition etc.) to classify them across key dimensions. In the second phase, the tool presents a structured set of predefined questions, similar to those used in investor interviews. These questions will be designed and developed by NKUA and entered into the system. The application automatically processes the answers according to predefined scoring rules, which will be defined under the responsibility of NKUA, generating a readiness score for each participant. The score aims to reflect and provide a quantitative measure of the maturity of green business ideas. The tool will be available on the project's website.

A II.3: Guidance and application of the Digital Lab

This activity ensures the effective utilisation and integration of the Gamified Digital Lab into the overall support structure of the project. Participants will be guided through the tool with the help of practical instructions and a user-friendly interface. The application includes automatic, exportable feedback tailored to the profile and choices of each user. The Gamified Digital Lab will be available in a designated URL, publicly accessible through the internet and while publicly accessible, login credentials will be provided to the users to enter the application.

The Lab's evaluation procedure will be applied in two phases:

- Initially, at the end of Output II to establish a pre-training readiness baseline,
- at the end of Output III to assess the improvements and validate the impact of the pre-incubation support.

By comparing the two outputs, the project will quantify the learning curve and readiness progress of each participant. This dual testing function ensures a robust feedback loop and supports both the refinement of business ideas and the final award process. The feedback will be provided by specialised staff from NKUA, supported by mentors and experts from partner organisations (e.g. CluBE, NEA) and local business representatives confirmed through Letters of Support, such as the Chamber of Commerce etc.

Milestone (MS II.1): Integrated training programme (by December 2026)

Milestone (MS II.2): Description and guidelines for the Gamified Digital Lab (by June 2027)

<u>Output III:</u>
The green pre-incubator programme is developed and implemented, upgrading knowledge, skills and business ideas.

Indicators for output III:

Indicator III.1: 50 trainees from all target groups gained knowledge and experience from the training courses		
Unit: Trainees	Baseline (start of project): 0	Target value and planned date of attainment: 50 [by March 2028]
Means of verification and a description of the verification procedure (e.g., data sources, data collection, measurement methods): - Learning Material - List of Attendants - Evaluation of the courses by the attendants - Photo documentation - Summary of the courses		

Indicator III.2:
Readiness level improvement of the trainees

Unit: Percentage	Baseline (start of project): 0	Target value and planned date of attainment: 30% [by March 2028] (30% represents an average relative increase in the Digital Lab readiness scores between the baseline at the end of Output II (T0) and the final assessment at the end of Output III (T1). Scores are generated automatically by the Lab's assessment module (0–100 scale) under NKUA's scoring rules. The calculation will be based on the group of participants who complete both assessments.)

Means of verification and a description of the verification procedure (e.g., data sources, data collection, measurement methods):

- Assessment and score of the Gamified Digital tool by the trainees before and after the implementation of the training programme
- Overall evaluation by the steering committee and training experts

Activities corresponding to Output III:

Work Package (WP 3): Operational phase of the green pre-incubator programme

Lead: *NKUA (with support from NEA, CluBE and municipalities)*

WP3 activates the tools and structures developed in Output II and upscales from conceptualisation to real-world application. The structured trainings (AIII.1) provide aspiring green entrepreneurs with key knowledge and skills, while the mentoring process (AIII.2) provides personalised advice that improves the feasibility of ideas. The business plan submission (AIII.3) allows participants to consolidate their progress and present refined ideas. Finally, the second stage application of the Gamified Digital Lab (A III.4) quantifies improvements, provides targeted feedback and supports a transparent selection process for the Green Spark Award. This comprehensive support cycle ensures that participants not only strengthen their ideas but also build the capacity and confidence to pursue sustainable green entrepreneurship.

A III.1: Phase 1: Structured training on green business development through a series of workshops

This activity involves the delivery of eight interactive training sessions based on the modules developed in Output II for participants identified through the clustering process. Prospective start-up founders include individuals directly affected by the lignite phase-out, young people etc. (see Green Transition Target Groups (GTTG)). The workshops will be held in in person in Florina, while an online participation option will be offered to ensure inclusiveness for participants from both countries (also completely online in case of unforeseen circumstances) and will cover key topics such as green value propositions, circular business models, financial planning and pitching skills. Trainers from NKUA and experienced practitioners from the consortium and its wider stakeholders' network will deliver the sessions.

A III.2: Phase 2: Coaching and mentoring from business experts

Participants will be trained by experts and business mentors. These experts include NKUA staff with relevant scientific expertise, experienced practitioners from the consortium and its wider stakeholders' network, and mentors drawn from the local entrepreneurial ecosystem (e.g. Chambers of Commerce, business networks). Their involvement has been confirmed through Letters of Support. The mentors will help refine the ideas developed in the workshops and address gaps and challenges. This process will not be limited to a fixed number of sessions but will extend over a defined period providing a minimum of 12 coaching & mentoring sessions. These sessions focus on practical feasibility, market readiness and alignment with the principles of the green transition. The mentoring will be delivered primarily online.

A III.3: Phase 3: Submission of mature business ideas and advanced consulting

Participants will submit one refined business plan per participant or team for final review to an expert committee, consisting of the steering committee of the project (1 scientific representative of each partner) and an expert from the engaged target group organizations, e.g. Chamber of

Commerce. This expert will be selected and invited according to the focus area of the business plan. Selected participants who demonstrate pre-training readiness according to AII.3 will receive extended consulting support by NKUA and external consultants will conduct the final assessment and provide tailored advice on potential next steps for implementation or further incubation.

A III.4: Feedback and evaluation of business ideas

This activity involves the final use of the Gamified Digital Lab by participants to repeat the readiness assessment. Their final results will be compared to the initial result (from Output III) to quantify the improvement. The results, along with qualitative feedback and overall participation (e.g. consistency in engaging with mentoring, responsiveness in refining their business ideas, and contribution to collaborative activities with peers and stakeholders), will be reviewed by experts who will determine the winner of the Green Spark Award. It will be awarded at the final event as a symbolic recognition of excellence (not monetary prize), to the top-performing business ideas. These experts include NKUA staff with relevant scientific expertise, experienced practitioners from partner organizations, and mentors drawn from the local entrepreneurial ecosystem (e.g. Chambers of Commerce, business networks). Their involvement has been confirmed through Letters of Support

Milestone (MS III.1): Completion of the training sessions (by Q1 2028)

Milestone (MS III.2): List of submitted green business ideas (by Q1 2028)

Milestone (MS III.3): Report on the overall green pre-incubator procedure (by Q1 2028)

Milestone (MS III.4): Completion of the Gamified Digital Lab and Awarding of the “Green Spark Award” (by Q1 2028)

Output IV:
Long-term sustainability & replicability is established; the project’s results are communicated and disseminated among the stakeholder community

This Output focuses on the effective dissemination of project results, policy uptake and cross-border co-operation. The aim is to ensure long-term impact and replicability by embedding good practices and learnings into local and regional policies and by raising awareness among stakeholders through a well-structured communication strategy.

Indicators for Output IV:

Indicator IV.1: Participation at third party events (national or European)		
Unit: Events	Baseline (start of project): 0	Target value and planned date of attainment: 6 [by March 2028]
Means of verification and a description of the verification procedure (e.g., data sources, data collection, measurement methods): - Agenda - Presentations - Photo documentation		

Indicator IV.2: Media & Publications		
Unit: Press releases, Articles, Newsletters	Baseline (start of project): 0	Target value and planned date of attainment: 19 in total [by March 2028] 8 press releases 8 project-related articles 3 newsletters

Means of verification and a description of the verification procedure (e.g., data sources, data collection, measurement methods): - Screenshots - Communication activities report - Web links

Indicator IV.3: Project website		
Unit: Website	Baseline (start of project): 0	Target value and planned date of attainment: 1 [by June 2026]
Means of verification and a description of the verification procedure: - Screenshots - Web link		

Activities corresponding to Output IV:

Work Package (WP 4): Exploitation and communication actions

Lead: *Municipality of Florina and Municipality of Novaci (with the support of NEA, CluBE and NKUA)*

WP4 ensures that the project results reach a wide audience and have a long-term impact. The structured dissemination strategy, combined with a compelling visual identity and targeted publications, guarantees high visibility and stakeholder engagement. Policy briefs and regional events will facilitate the uptake of lessons learnt and enable replication of successful practises in other regions. The final events in both municipalities will anchor the visibility of the project in the public discourse and foster cross-border dialogue on sustainable development and green entrepreneurship.

AIV.1: Strategic dissemination & communication plan

Design of a comprehensive dissemination strategy for target groups, including identification of objectives, channels and messaging. The strategy will define the structure of all communication activities and will ensure coherent visibility of the project throughout its life cycle. NEA and CluBE will each adapt it to their respective local level.

AIV.2: Visual identity, project branding and dissemination material

Development of project logo, templates, visual material for social media and dissemination materials (brochures, roll-ups, videos, etc.). These elements will ensure the recognisability and professional presentation of the project in all formats and will be used in all project-related events, including training sessions, workshops, conferences, the final event, as well as in dissemination through partners' networks and online channels.

AIV.3: Participation in local events

Organization or participation in at least six local and regional events on green transition and entrepreneurship. For example, CluBE actively participates every year in a series of events organized in the region of Western Macedonia, aiming to raise environmental awareness, engage youth, and promote the principles of the circular economy, such as the Environment Days of the Region of Western Macedonia, presenting activities and best practices that highlight the importance of sustainable development and the green transition and the annual Youth Fest, where young people from the region are informed and engaged in interactive activities related to energy, the environment, and green skills. NKUA participates annually at the Building Green Conference and Expo held in Athens highlighting projects, technical solutions and case studies on sustainability and green development. NEA participates in the International Scientific Agribusiness Conference "AgroMak", advancing sustainable and digital agriculture, building strong partnerships and synergies. Moreover, collaboration with other EUKI projects will be sought to maximise outreach and ensure mutual visibility.

AIV.4: Media releases, press articles & publications

Publication of eight project-related articles and blog posts, three newsletters and eight press releases in both countries highlighting project milestones, participant experiences and success stories. Includes both traditional and digital media. As an effective tool for reaching and influencing

	policy makers, one policy brief will be written and delivered to the public authorities that are involved with policy making related to the transition from coal. **AIV.5: Workshop in the Municipality of Novaci to present the developed business ideas from the green pre-incubation procedure in Greece** A dedicated event will be held to showcase selected business ideas developed during the green pre-incubator phase in Greece to enable cross-border knowledge transfer and policy discussions. Stakeholders and local institutions (University and Municipality of Bitola, Centre for Civic Initiative, Renewable energy providers) will be invited to discuss the adaptation of similar approaches in North Macedonia. The event will take place in person with approximately 50 participants, however hybrid and online participation will be possible in case of unforeseen circumstances **AIV.6: Final event to present outcomes, facilitate cross-border networking, and ensure long-term uptake of results in the Municipality of Florina** Final event in Greece for the project to present key outcomes, distribute policy briefs, highlight success stories, award the Green Spark Award and facilitate networking among regional stakeholders. The event will be attended by approximately 50 participants and will promote sustainability and future cooperation beyond the project duration. The event will be in person, however hybrid and online participation will be possible in case of unforeseen circumstances. **Milestone (MS IV.1):** Dissemination & Communication Plan (by Q1 2026) **Milestone (MS IV.2):** Establishment of the project visual identity, branding & dissemination material (by Q1 2026) **Milestone (MS IV.3):** Policy briefing on the future of just transition (by Q4 2027) **Milestone (MS IV.4):** Final report on the project dissemination and communication actions (by Q1 2028)
4.7 Contribution to GHG emission reductions, avoidance or removals	**How does your project contribute to direct mitigation effects** (Sub-indicator IVa: Greenhouse gas (GHG) emissions reduced, avoided or removed directly through finance of mitigation measures): No direct emissions reductions are expected from the project. The proposed “Green Pre-Incubators” project does not finance or implement physical mitigation measures such as renewable energy installations or reforestation during its duration. Instead, it focuses on capacity-building and technical assistance for early-stage entrepreneurs. Therefore, the project will not produce any immediate, measurable GHG reduction within its own activities. Any emission reductions will instead occur indirectly as a downstream effect of the startups the project will support. As a result, Indicator IVa (direct GHG emissions reduced or carbon stocks enhanced by the project) is effectively zero, since no direct mitigation investments are undertaken by the project itself. Under this scope, at proposal stage, we confirm Indicator IVa = 0 tCO_2e (no direct reduction), and we focus on the indirect impacts described next. **How does your project contribute indirect mitigation** effects (Sub-indicator IVb: Greenhouse gas (GHG) emissions reduced, avoided or removed indirectly through technical assistance provided): The main contribution of the project is the indirect reduction of greenhouse gas emissions by enabling climate-friendly business start-ups. “Green Pre-Incubators” will enable early-stage green entrepreneurs to ideate new businesses in areas such as renewable energy, circular economy (waste minimisation) and sustainable agriculture. Through tailored training, mentoring and networking support – particularly to clustered individuals in regions undergoing transitions to cleaner growth models – the hub creates an enabling environment for these innovators to develop and later implement solutions that replace fossil fuels, reduce waste and cut methane emissions. This indirect pathway means that emissions are reduced outside the immediate scope of the project (at the level of the start-ups’ operations or their customers), often with a time lag, but causally linked to the project’s activities (through the support given to the start-ups).

	Results chain - Casual pathway: Project activities (capacity building, coaching, linkage with the business sector) → stronger climate-related startups → deployment of clean technologies or practises by these startups (post-incubation) → avoided GHG emissions. The procedure will be documented for each business idea (e.g. a composting business diverting waste from landfill to avoid methane) and quantify the impact where possible with the use of recognised methodologies, particularly the GHG Protocol for Project Accounting, to estimate and later verify the reductions. Emissions will be calculated as the difference between the baseline scenario and the alternative solution. At the end of the project, an updated overall and quantitative emission reduction forecast will be presented, based on realised outcomes and plausible scaling. Our aim is to create the basis for a scalable, long-term emissions reduction that is in line with the EU's decarbonisation goals. Evidence from similar initiatives confirms this potential. Startups from the EU Climate-KIC Accelerator, for example, have avoided a total of ~25 million tonnes of CO_2 by scaling their innovations. Even though this project operates on a smaller scale, it aims to replicate this indirect impact by creating a pipeline of climate-positive ventures. To summarise, Green Pre-Incubators contributes to climate action by creating a new generation of green businesses that will reduce GHG emissions in the energy, waste and agriculture sectors. While the project itself does not generate direct reductions, its legacy lies in the cumulative impact of the supported ideas. We are committed to quantifying this indirect impact in tCO_2e, reporting biannually and at the end of the project, clearly distinguishing between planned and actual outcomes.
4.8 Technical, political and economic risks	**Risk 1** **Type/name of risk:** Lack of engagement from target groups (Outputs I) **Extent of risk and degree to which it can be influenced:** Low – Participation in activities may be lower than anticipated due to competing priorities, lack of time, or limited confidence in entrepreneurship. The consortium has considerable influence through early engagement and trust-building actions. **Strategy to minimise risk:** The interest of many stakeholders in both regions has been expressed through the 17 letters of support provided. **Risk 2** **Type/name of risk:** Limited support from local authorities (Output III) **Extent of risk and degree to which it can be influenced:** Low – Public authorities may not fully integrate project findings or pre-incubation frameworks into their local development strategies. The consortium has moderate influence via capacity-building. **Strategy to minimise risk:** Involving municipalities as project partners from the beginning. Co-develop policy briefs, hold joint workshops (Output IV), and use the clustering data and success cases as policy arguments. **Risk 3** **Type/name of risk:** Implementation and application of the IT tool (Output II) **Extent of risk and degree to which it can be influenced:** Low – Some participants may face barriers to using the Gamified Digital Lab. The consortium can strongly influence this risk through design and support. **Strategy to minimise risk:** Provide onboarding support, mobile-optimized platforms, user friendly environment, in-person guidance (Output II). Pilot tests will allow early detection of accessibility issues. Cooperation with experienced external IT experts. **Risk 4** **Type/name of risk:** Limited participation in the pre-incubation phase (Output III) **Extent of risk and degree to which it can be influenced:** Low – Participation in pre-incubation programs is traditionally low in sparsely populated or economically transitioning regions.

	Strategy to minimise risk: Use of tailored outreach, early-stage community engagement, cooperation with local institutions (municipalities, chambers, youth networks), and regional clustering (Output I). Visibility campaigns and simplified application process will be used. **Risk 5** **Type/name of risk:** Low number of idea submission (Output III) **Extent of risk and degree to which it can be influenced:** Medium – Participants may hesitate to formalise or submit their ideas, especially if lacking experience or confidence. **Strategy to minimise risk:** Provide step-by-step guidance from early stages of the programme. Mentors and digital prompts in the Gamified tool.
4.9 Ensuring sustainability	<u>Social and human sustainability</u> The long-term value of "Green Pre-Incubators" lies primarily in the social capital, capacity building and institutional co-operation it promotes. While participation rates in green entrepreneurship programmes in low population density regions may be modest, the intangible outcomes of the project are designed to outlast the formal duration of the project and provide a foundation for continued transformation. By engaging public authorities, young professionals and civil society actors throughout the project, "Green Pre-Incubators" creates the conditions for a cultural shift towards green transition readiness. The project empowers municipalities to adopt more inclusive and climate-conscious approaches to local development, not through technical mandates, but through education, dialogue and policy co-creation. Through joint workshops and structured interactions, public officers in Florina and Novaci are expected to internalise new knowledge, build trust with community stakeholders and incorporate the idea of just transition into the local agenda -including employment planning, youth programmes and business sector support. The project invests in the people behind the transition. Participants, especially young and underrepresented individuals, will improve their entrepreneurial awareness, their orientation towards a green economy and their ability to plan for the long term. Through targeted guidance and evaluation processes, critical thinking, goal setting and self-assessment, skills will be fostered – skills that are transferable beyond the immediate business context. Even if participants do not pursue a start-up path immediately, they will be better equipped to engage in the green economy as professionals, employees or policy makers. Replicability in this field is further ensured by the structured curriculum and the documented pre-incubation process, which together create transferable knowledge. These elements can be adopted by other municipalities, universities and business networks, supporting replicability in similar coal-dependent regions and enabling upscaling at national and EU level. <u>Institutional sustainability</u> The project builds a resilient human ecosystem of skilled individuals with a heightened awareness of environmental responsibility and socio-economic change. The "Green Pre-Incubators" project emphasises mutual learning and building trust between different stakeholders - youth, educators, business mentors and local communities. This interaction creates new channels of communication and co-operation that will remain active beyond the project. Public authorities, as driving forces in local planning, will continue to use the knowledge produced by the project. <u>Cross-border cohesion</u> By promoting joint initiatives and aligning interests between regions, the project also contributes to a transnational mindset where local development is increasingly viewed through the lens of shared challenges and solutions. These soft mechanisms of cohesion are crucial for sustaining just transition efforts across borders and over time. <u>Financial and structural sustainability</u> The structured training programme will be documented and key materials (e.g. programme outline) will remain available through the project website. The Gamified Digital Lab will remain accessible to implementing partners and local authorities, ensuring that the knowledge base created can support further replication and adaptation. As communities experience more equitable access to opportunities, active participation in shaping local solutions and recognition of their ideas, the public legitimacy of the transition policy increases. This leads to long-term social acceptance, which mitigates resistance and ensures smoother implementation of future environmental strategies.

5 Contribution to the objectives of EUKI

5.1 EUKI standard indicators

☒ Indicator I: **Number of participants** (categorised by gender) at events organised by the project (e.g., conferences, workshops, trainings) strengthening knowledge and raising awareness in the field of climate change mitigation and the achievement of the European climate targets.

Unit	Target value
Participants	Total 250 (120 women) with the following breakdown: 50 trainees (AIII.1) 120 participants (AIV.3) = 6 (third party events) x 20 (participants) 80 participants= 50 in the final event in Florina (AIV.6) and 30 in the workshop in Novaci (AIV.5)
Please indicate sources of verification for assessing the target value and list activities from Chapter 4.6 which contribute to fulfilling this indicator. Participants' lists, evaluation sheets and pictures from the events, google analytics	

☒Indicator IIa: **Number of events** (e.g., trainings, workshops, networking events) organised by the project, with the aim of supporting the achievement of the European climate targets.

☒Indicator IIb: **Number of key stakeholders** that - as a result of the project and its activities - support or initiate transformative processes that contribute to achieving the European climate targets.
☐Indicator IIc: **Number of supported or initiated transformative processes** which aim at achieving the European climate targets and the mitigation of climate change (based on indicator IIb)**.**

Unit	Target value
For indicator IIa: Events (e.g., trainings, workshops, networking events)	16 events in total 8 training courses (AIII.1) + 6 participation at third party events (AIV.3) + 1 final event in Florina (AIV.6) + 1 workshop in Novaci (AIV.5)
For indicator IIb: Key stakeholders (e.g., public institutions, civil society, private sector, education sector, academia and/or local groups)	11 in total 3 Ministries 5 Municipalities 1 Association of Active Youths of Florina (OENEF) 1 Center for Civic Initiative 1 Green Transition Target Group (GTTG) (youth, entrepreneurs, unemployed individuals and former lignite workers)
For indicator IIc: Transformative processes	-
Please indicate sources of verification for assessing the target value and list activities from 4.6, which contribute to fulfilling this indicator. Participants' lists, agenda and pictures from the events	

☒Indicator IIIa: **Number of organisations or networks**, with which the project has been in an active exchange on their project results and good practices

☒Indicator IIIb: **Number of good practices or applicable results transferred** from the project to at least one other project or organisation from another country.

☒Indicator IIIc: **Number of media contributions** disseminating good practices via specialists, social and general media.

Unit	Target value
For indicator IIIa: Organisations or networks	6 in total 2 Agricultural Associations 1 Network of Energy Municipalities 1 Green Fund 1 Chamber of Commerce & Industry 1 Development Agency (AIV.4-AIV.6)
For indicator IIIb: Good practices (transferred to networks or organisations from another country)	As an output the project will produce 1 policy brief that will be delivered to the public authorities that are involved with policy around the transition from coal. (AIV.4)
For Indicator IIIc: Media contributions (please distinguish between external and project media contributions)	119 in total (project media contributions) 8 press releases +8 articles + 3 newsletters At least 100 posts at the website and social media External: 0
Please indicate sources of verification for assessing the target value and list activities from 4.6, which contribute to fulfilling this indicator. Presentations, Posters articles and social media posts (web links), Communication activities report	

☐ Indicator IVa: **Greenhouse gas (GHG) emissions reduced, avoided or removed directly through finance of mitigation measures.**

☒ Indicator IVb: **Greenhouse gas (GHG) emissions reduced, avoided or removed indirectly through technical assistance provided.**

Unit: tCO_2eq	Target value
For indicator IVa: tCO_2eq.	Not applicable
For indicator IVb: tCO_2eq.	Unit: tCO_2eq Target value: To be quantified after the submission of mature business ideas (Activity III.3) Justification: The project enables early-stage innovation that could reduce GHG emissions in sectors like waste valorisation, agriculture, or green energy. According to the incubation process timeline, the character and context of submitted ideas cannot be predicted, thus ex-ante quantification is not possible. Methodological approach: Climate-KIC and GGGI benchmarks will be used to define plausible potential pathways and impact logic grounded in GHG Protocol for project accounting (indirect scope, behavioural triggers) will be used during the implementation to quantify GHG emissions.
Please indicate sources of verification for assessing the target value and list activities from 4.6, which contribute to fulfilling this indicator. For the calculation, please use recognised methods The GHG Protocol for Project Accounting, CDM Methodologies, IPCC Guidance Documentation of startup profiles, sector targeting, scoring outputs from the Gamified Lab, feedback reports from mentors and expert panels, literature references.	

6 Mainstreaming/ Interaction with European cooperation projects and other relevant aspects

6.1 Networking and synergies

"Green Pre-Incubators" is strongly supported by NKUA's portfolio, ranging from SmartAttica-AtHeNAI to NSRF-funded technology transfer and entrepreneurship initiatives, that provides digital innovation and commercialization strategies integral to the pre-incubator model. CluBE's Erasmus+ CoVE projects (SEED, TEAMiT+, H2VE) contribute vocational training and team-based methodologies that sharpen green skillsets. NEA's cross-border projects (AGROWCHAIN, RENAISSANCE, CARBONICA) offer proven approaches in sustainable supply chains and job creation. Municipality of Florina brings hands-on experience from its Interreg IPA CBC projects, such as Green Inter-e-Mobility, LESS-WASTE-II , and "Development of (e-) bicycle tourism, in a nature-conscious and sustainable way, to promote local biodiversity" along with "Culture lands", has laid a solid foundation for the emergence of green businesses in the region while accumulating valuable experience in diverse green sectors. Finally, Municipality of Novaci's role in the Agrowaste Supply Chains for Sustainable Growth (aGROWchain) project, focused on transforming agricultural residues into biomass fuel, brings critical expertise in green development that will be integrated into "Green Pre-Incubators"'s training and incubation activities, enabling the design of innovative circular economy models that boost local green economic growth.

Beyond the consortium's own experience, the project will also create synergies with other EUKI projects tackling similar focus areas. The "Green Horizons" project focuses on just transition processes in coal-dependent regions of the Western Balkans, showcasing pathways for cross-border cooperation. Similarly, "GreenVOCnet" illustrates how vocational training networks can enhance green skills and workforce readiness. "GTL – Green Tec Labs" have established support structures and an international network for green start-ups in Greece, Spain and Slovakia. Despite the fact that the project is completed their outcomes will be valuable for further exploitation.

Further cooperation will focus on exchanging methodological insights, participating in joint EUKI networking opportunities including the EUKI conference in Berlin as well as workshops, training and networking events coordinated by the EUKI Academy, ensuring visibility of results in the EUKI community.

6.2 Experience with other funding programmes in the EU

Grantee	Programme (e.g., Life+, Horizon Europe)	Duration	Topic	Financial volume	Role in the project (Lead, Partner)
NKUA	Horizon Europe & European Regional Development Fund	2023 - 2025	SmartAttica-AtHeNAI Smart Attica DIH, the Attica region - Greek Innovation hub for Artificial Intelligence in Energy & Environment, Supply chain and mobility, Culture and Tourism	Total: 5,987,186 EUR, share: 149,257 EUR	Partner
NKUA	HORIZON EUROPE	2023 - 2026	Excellence hub in green technologies: Introducing innovation ecosystems in the Mediterranean food value Chain EXCEL4MED	Total: 3,743,545 EUR, share: 484,500 EUR	Lead
NKUA	NSRF 2021-2027	2022-2023	Support Actions for Entrepreneurship, Innovation, and Maturation to Utilize Research Activities and the New Products and Services Developed at NKUA	Total/share: 781,044 EUR	Lead
CluBE	Erasmus+ CoVE (eGrants)	2022-2026	Sustainable Energy Education (SEED)	Total: 4,000,000 EUR, share: 750,000 EUR	Partner
CluBE	European Education and Culture Executive Agency (eGrants)	2023-2026	Teampreneur multicultural impact innovation cooperatives (TEAMiT plus)	Total: 1,500,000 EUR, share: 300,000 EUR	Partner

NEA	IPA CBC Programme "Greece-North Macedonia 2014-2020"	2021-2023	Agribusiness innovation: A pathway to sustainable economic development	Total: 534,903 EUR, share: 101,565 EUR	Partner
NEA	HORIZON-WIDERA-2022-ACCESS-04	2023-2026	Carbon initiative for climate-resilient agriculture (CARBONICA)	Total: 4,985,250 EUR, share: 150,250 EUR EUR	Partner
Municipality of Florina	Interreg IPA CBC Greece-North Macedonia	2018-2022	Development of an Action Plan for the Management of Bio-wastes at the Cross-Border Region	Total: 709,162 EUR, share: 102,342 EUR	Partner
Municipality of Florina	Interreg IPA CBC Greece-North Macedonia	2018-2022	Transboundary Air Pollution Health Index Development and Implementation	Total: 969,331 EUR, share: 147,794 EUR	Partner
Municipality of Novaci	IPA II CBC CROSBORDER PROGRAMME GREECE- North Macedonia	2018-2021	Agrowaste supply chains for sustainable growth-aGROWchain	Total: 669,084 EUR, share: 216,895 EUR	Partner

6.3 Dissemination and visibility of the project	The project sets the overall communication and visibility goal to highlight the importance of enhancing skills, cooperation and green transition readiness through the development and implementation of pre-incubation processes for the creation of a resilient green entrepreneurship ecosystem to sustain just transition. To achieve this goal, it develops a dissemination and exploitation strategic plan based on a synthesis of targeted groups' engagement, events and workshops to exploit the project's outcomes, media and networking to increase visibility, active participation in the EUKI community to exchange knowledge and experience, share best practices and broaden the network. A key message of the project is that green transition requires transformative actions and framework. Training, upskilling and networking paves the way for elevating business concepts to sustainable entrepreneurship that enables just transition. Policy makers and governmental bodies setting the regulatory framework for the transition strategies are main players for the communication of the key message of the project. Public authorities and local business networks are directly affected by the post-lignite transition and will be directly benefitted by the outputs of the project, securing the widespread regional uptake. The activities of the project will be communicated in the energy industry, aligning their decarbonization strategies with the just transition principles. The core of the project entails the society, youth and entrepreneurs, representing both the direct beneficiaries and active agents of change. Integrating in the communication process creative leadership training, climate entrepreneurship, and storytelling, youth and citizens community will be empowered to become effective communicators and leaders. Youth will play a central role in the visibility of the project, ensuring that they have the opportunity to take ownership of their narratives while also developing essential skills, critical thinking, idea sharing and collaboration. The project will not only work to enhance the technical proficiency of participants but to also cultivate a deep understanding of the power of storytelling to create lasting community change. The project outcomes will be communicated and disseminated through a dedicated strategic plan that will be delivered in Q1/2026 according to the timeline of the project. It includes the implementing partner's networks in Greece and North Macedonia, the web portal Building Green and their websites. Also, all the information about the project will be uploaded and disseminated through its website and social media, moreover information will be circulated through the webpages of the ongoing EU projects that the consortium implements. The project will be presented at least 6 third party events (national & European). The project plans regular publication of results and promotion of the activities in the official EUKI channels, as well as active participation in the annual EUKI networking conference in Berlin for implementing organisations and partners (1 person for each implementing organisation and partner), so that the EUKI community could make full use of the main project outcomes. All rules for communication and dissemination stipulated by EUKI will be followed in a rigorous way.

6.4 Integration of project into EUKI Academy	<u>Offerings:</u> • Web seminars on the current status of the transition beyond coal economy & emerging trends and policy briefs on the future of just transition • Training through dedicated workshops on the pre- incubation procedure • Networking at regional/national events - EUKI visibility <u>Needs:</u> • Tools and methods for energy efficiency and estimation of emission reductions • Networking at European level-getting in touch with other EUKI projects/organizations dealing with energy efficiency and just transition
6.5 Self-assessment on the relevance of the project in terms of state aid	The proposed project activities cannot be considered to be state aid as they do not affect trade between states and are of local/regional nature. According to Article 6.3 (192) of the Commission Notice on the notion of State aid as referred to in Article 107(1) of the Treaty on the Functioning of the European Union (2016/C 262/01), "Public support to undertakings only constitutes State aid under Article 107(1) of the Treaty insofar as it 'affects trade between Member States'." Project activities are considered as non-economic activities according to article 28 of Commission Notice on the notion of State aid as referred to in Article 107(1) of the Treaty on the Functioning of the European Union (2016/C 262/01) as they target publicly funded local authorities. Also, project activities will not generate revenues and finally - the pre-incubation and training programme to accelerate just transition and sustain green development will be developed as a freely accessible tool and is not considered to distort or does nor distort the potential competition between local public and private actors as they are not liable to improve the competitive position of any existing schemes compared to other undertakings. Partners (NKUA, CluBE, NEA, Municipalities of Florina and Novaci) are non-profit entities that do not offer goods and services in a market, thus according to article 9 of Commission Notice on the notion of State aid as referred to in Article 107(1) of the Treaty on the Functioning of the European Union (2016/C 262/01) they remain outside the scope of state aid control. Finally, the partners are non-profit entities that offer goods and services in a market, but the revenues of these activities are below the minimum limit of the "de minimis" rule and the activities that they will undertake in the project are not activities they offer goods and services in a market.
6.6 Other aspects relevant to financing	N/a