



Athens/ Greece



# INNOMED-UP



Hebron/ Palestine



Athens/ Greece



Palermo/ Italy

Promoting **UP**ycling in Circular Economy through **INN**ovation and education for creative industries in **MED**iterranean cities

## NEWSLETTER: The INNOMED-UP Project NEWS, 2020



Um Qais/ Jordan



Prato/ Italy (by Fernando Guerra)



Tunis



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Promoting UPcycling in Circular Economy through INNnovation and education for creative industries in MEDiterranean cities (INNOMED-UP) Project

INNOMED-UP PROJECT OVERVIEW

The INNOMED-UP is a three years project funded by the European Union under ENI CBC Med Programme to the support of the EU/Programme. The National Technical University of Athens from Greece, Environmental Planning Engineering and Management is leading this project in partnership with the Municipality of Prato in Italy, Center for Economic and Social Research for the South of Italy, Municipality of Tunis, Birzeit University in Palestine, and Future Pioneers for Empowering Communities' Members in the environmental and educational fields from Jordan. The project is working to *achieve a strategy for Med-cities, where CCI SMEs create circular economy clusters locally and participate at cross border innovation networks thus promoting urban and social inclusion.* This will be accomplished through

A Training for Lead Beneficiaries (LBs) of Standard Projects in Rome (Oct 2019).

The INNOMED-UP project leader represented by NTUA attended the training seminar, which was organized by the Managing Authority in October 2019 at Rome. This training aimed to support the implementation of the 41 projects funded under the standard call seminar. Several topics have been provided including project coordinators mechanisms, financial obligations and communication guidelines. In addition, the event aimed at reinforcing networking among the funded projects, and concluded with a revision to the potential synergies between the projects a by a representative of the Secretariat of the Union for the Mediterranean (UfM) supported by the UfM and the ENI CBC Med Programme

The Project's Kick-off Meeting in Athens, Greece

An official opening for the project was conducted in 22nd, of November 2019 at ERGON House in Athens of Greece. This meeting was held with the attendance of the project partners, represented by the lead applicant of NTUA\ Greece, and all six project partners (PPs), which are PP1: EPEM, Greece, PP2: MoP, Italy, PP3: CREM, Italy, PP4: Municipality of Tunis, Tunis, PP5: BZU, Palestinian Authority, and PP6: FPEC, Jordan. In addition, Dr. Esmat AlKaradshieh, Coordinator of Eastern Mediterranean Branch Office from the Managing Authority (MA) has attended the meeting. The meeting initiated with approving the agenda of work, and a set of comprehensive presentations related to the project different packages have been performed. The project partners has discussed reporting perspectives and other obligations to the European Committee, as well as the open discussion and planning of the necessary steps to overtake the upcoming months.



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CCI SMEs and Circular Economy practises



INNOMED-UP

Dear readers of INNOMED-UP Newsletter,

I am proud to present the first Newsletter by the INNOMED-UP Project team. After the first nine months of research and work on the project, I am sincerely pleased for this publication. I would like to express my thanks to the INNOMED-UP Project Partners that embraced with such fervor the issue of Cultural and Creative Industries' (CCIs) involvement in Circular Economy (CE) schemes and for their daily efforts in order to create a cross-border cooperation and dialogue.

INNOMED-UP is one of the 41 projects funded by the European Union under the ENI CBC Mediterranean Sea Basin Programme 2020-2014 by the European Union through the European Neighborhood Instrument (<http://www.enicbcmmed.eu/>)

By means of our Newsletter, I am sure you will find interesting and important information about the revitalization of city centers through the adoption of CE principles by CCIs, the utilization and promotion of local know-how, the production of new collaboration networks and clusters and the production of new innovative products from recycled/upcycled materials.

Among the many important Project Outputs, hereby, worth mentioning the most extroverted: a Model for the Mediterranean cities to foster a circular economy in urban planning, 6 SWOT & PEST Workshops, 4 Socio-Urban circularity workshops, 6 Clustering roadmaps of existing CCI networks and production chains, 6 Pilot clusters of CCI SMEs, an Open Source Repository for circular designs and eco-design toolkits, Pilot Innovative products and services, Reuse Open Markets to foster the upcycling and creative use of waste or unwanted materials, innovation and mentorship vouchers.

At present, all Project Partners are finalizing the first researching activity of the «INNOMED-UP Strategic Context Report» under the "INNOMED-UP MODEL", acting as the methodological core of the Project. A CE Model for the Mediterranean area will be established and present a CE strategy for the Mediterranean, whereby ideas, design and knowledge will be exchanged between countries and materials will be recycled and up-cycled

at a local level in local clusters. The basis of the entire "INNOMED-UP MODEL" is provided by a survey of resources of the partner cities - be it in the form of CCIs SMEs, policies and practices - through the compilation of state of the art reviews in the CCIs and the CE at different scales (Mediterranean, European, International). The survey includes existing trends and policies in the CE and CCIs to identify synergies with former and ongoing programs and initiatives.

On the occasion of the first INNOMED UP Newsletter, let me kindly note that the current health crisis generated by COVID19- has brought a paradigm shift that has significantly affected society. While the first concern is related to guarantee public health, it is clear that the impact this emergency will have on cities, local and global economies and on SMEs is huge. CCI SMEs are affected on both the demand and the supply side and those financial markets will register further reduced confidence and a reduction of credit. However we remain optimistic expecting that through the adoption and implementation of CE procedures within CCIs, as INNOMED-UP aims, it is expected that SMEs will benefit mostly by technological absorption, high-end knowledge transfer and training on the use of new technologies & smart tools to accelerate innovation on the CE concept, boosting in this way job opportunities and their competitiveness.

I welcome you to our first Newsletter, I hope you find it interesting and stay abreast of the progress of INNOMED-UP Project through our official website (<http://www.enicbcmmed.eu/projects/innomed-up>) and social media (INNOMED-UP Facebook, Twitter, Instagram, LinkedIn and Youtube).

Kind Regards,  
Sofia Avgerinou Kolonias  
INNOMED-UP Project Coordinator  
Emeritus Professor, Department of Urban and Regional Planning  
School of Architectural Engineering  
National Technical University of Athens (N.T.U.A.)



INNOMED-UP team at the Project's Kick-off Meeting in Athens, Greece

Promoting UPcycling in Circular Economy through INNOVation and education for creative industries in MEDiterranean cities (INNOMED-UP) Project



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## The first INNOMED-UP Progress Report

INNOMED-UP Communication and Visibility Plan The first INNOMED-UP Steering Committee Meeting COVID-19 and INNOMED-

UP Project Implementation Soon... INNOMED-UP first campaign etc.



## COMMUNICATION AND VISIBILITY PLAN

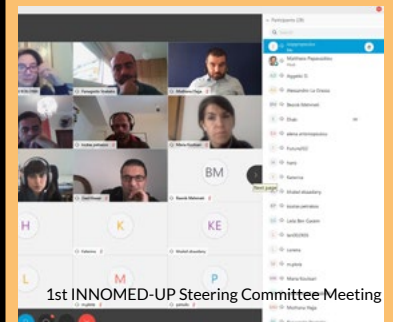
A detailed communication plan was developed to "Steer the Dissemination and Visibility Activities towards the Maximization of the Results". This plan is to ensure consistency of implementation, and visibility guidelines for all partners, and to provide a clear guidance on activities and visibility of donor entity in order to deliver achievements in the best quality it require. The plan has dealt with a mix of outputs including

the online communication (newsletters, press releases and social media), the printed communication (printed material and release of two Guides), awareness campaigns on critical issues, conferences open to the public (during and at the end of the project) and the horizontal and vertical (across WPs) project dissemination activities

## The First INNOMED-UP Steering Committee Meeting

In April 6th 2020, the project partners have conducted the first steering committee meeting over a video conferencing using Cisco WebEx video conferencing. According to the INNOMED-UP timeline, this meeting was initially scheduled to be held in Amman (Jordan) at the end of March. However, due to Coronavirus (COVID19-) outbreak, a great number of national authorities worldwide have imposed strict travel restrictions

on flights and visas refusals, which continue to be in force. Early enough, the LB (NTUA) proposed to the INNOMED-UP Partnership to proceed with this meeting remotely via a teleconference system instead of physical meeting. The MA/ JTS was informed and accepted the proposal. The meeting was re-organized and took place digitally.



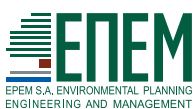
Irbid/ Jordan

## COVID19- and INNOMED-UP Project Implementation

In the context of the global COVID19- pandemic, the Managing Authority has prepared a note, which contains a series of recommendations for a safe project implementation and contingency measures to be adopted in case project activities become excessively difficult to carry out as initially planned. NTUA, as the lead partner organization, in close collaboration with the

project partners explored over these days the possibilities to contribute to the response to the consequences of the COVID19- emergency, where possible, by using achieved outputs of the INNOMED-UP to support COVID19- needs and extending the scope of planned or on going activities to cover also the COVID19- needs.

Soon... INNOMED-UP first campaign on circular economy based on the State of Art Survey will be launched...Stay tuned!



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Clouser Look at INNOMED-UP Partners Efforts



Athens/ Greece

Athens, GREECE

NTUA has chosen Athens as Pilot Area of study. It is an area characterized by a deep-rooted existence of traditional creative activities such as leather, ceramics, carpentry, gold smothery etc., as well as clothing and footwear production and merchandise. Historically, these enterprises and their operating networks played a key role in shaping of the urban space of Athens' center, becoming at the same time part of its cultural heritage. In recent years, the historical center has been more and more attractive to modern creative activities, including new fashion designers, jewelry and object designers, as well as graphic designers, architects and artists, but also touristic activities, including the emerging short stay rentals.

NTUA's working assumption is that, the current situation, presents a unique opportunity to plan and apply an innovative model of circular clustering between the activities that reside in the Athenian city center: a. tourism related b. traditional crafts c. new CCI's. The produced waste may be converted to the linking matter in order to formulate a circular system where innovative

procedures, tools and roadmaps are applied, with the aim to produce less waste and more value.

NTUA has developed through fieldwork, a database of practices, projects and initiatives that adopt Circular Economy (CE) principles in different ways. These were classified into six categories: (1) Umbrella events and Municipal programs, (2) Maker spaces, (3) Product design, (4) Crafts, (5) Collaborative platforms and (6) Projects supported by corporate enterprises and foundations, and further analyzed according to the spatial levels they refer to: national, municipal and local.

Notably, in Greece there are CE policies but not yet any strong institutional framework to promote synergies between CCI's & CE. A high percentage of the documented practices are bottom-up initiatives by small and medium-sized groups of creatives who adopt CE principles and share collaborative, cooperative and solidarity values. As for their interconnections, informal synergies are being developed among SMEs and social actors, a fact that can be of great use for potential clustering.

Hebron/ Nablus; PALESTINE

Ancient Cities of Palestine as the INNOMED-UP Pilots

Birzeit University has selected cities of Nablus and Hebron as the project pilot areas because of their unique historical importance and heritage and the concentration of the CCI's in these old cities.

Hebron is an ancient historical city of 6000 years heritage. Its Old City of stone roofs, archways and never-ending alleyways is the perfect playground for the sensory delight of the markets and bazaars. The city won the "international artisan city for the year 2016" certificate by the International Crafts Council. The following highlights are from Hebron

● **SME:** Woody Furniture owner Saad Youssef Al-Mallah believes in the importance of natural resources and preservation of the environment. Thus, he started a project in Hebron to use the old wood remains from home furniture to make new decorating, furniture, after being dug, painted, and remodeled.

● **Practice:** Under the name of "In order to preserve the heritage" Bader Al Daaour a Craftsmen from Hebron own a shop in the old town and represent the Tourism Union in Hebron. His focus on increasing the citizen's awareness, strengthening resilience in the old town, preserving the Palestinian value and identity and raising the level of requests for waste exploitation and innovation by creating recycled cultural-style pieces with creative touches.

● **Policy:** The Women's Unit at Hebron Governorate plays an important role in encouraging projects through its proposed policies and strategy, and their focus in recent years on environmentally friendly projects. We discussed with the responsible of the Women's Unit- Iman Aburian.

● **Recycle Material:** Beautiful Portrait made by Mohammad Al Jabari in his house workshop at Hebron city. This piece is incredibly made from used ceramic and glass waste. Al Jabari preserves the Palestinian heritage and culture at the same time exploits waste that leaves negative environmental impacts.

Nablus is considered the second largest commercial and cultural center in Palestine after Hebron. Nablus' rich

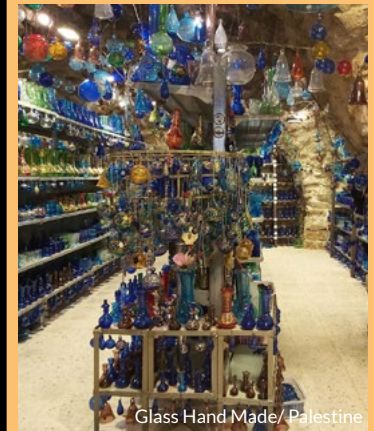
history lies in its Old City with its distinct stone facades, beautiful architecture, narrow streets and old urban spaces. The Arab historians had named City of Nablus "Little Damascus". Famous for its Kunafa (oriental sweets), Nabulsi olive oil soap that - had been exported across the Arab world and Europe since 10th century - and busy markets, Nablus is also home to many of Palestine's industries and commerce. The following highlights are from Nablus

● **SME 1:** Nizam Mona, one of Nablus's SMEs, who owns a small workshop in the Old City - Nablus, for the upholstery of heritage Arab mattresses, like quilts and pillows, and this profession, is considered as one of the oldest professions that are close to extinction. He is taking advantage of the waste from cotton, wool and some fabrics that are suitable for use after treating them slightly as fillings for these quilts and pillows.

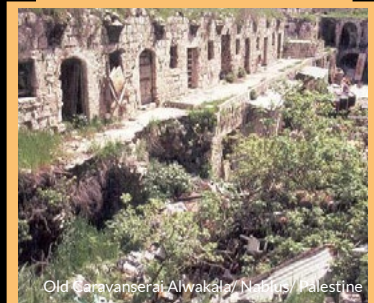
● **SME 2:** One of the introductory meetings that took place with the owners of SMEs within the city of Nablus, with the aim of introducing them to the project, talking to them and filling out the SME's questionnaire.

● **Practice:** International Group for Engineering and Consultations (Maalem) one of its important practices "Awareness and capacity building" through: (brochures - periodic workshops in the place of the screening process - radio and radio) for SME's and citizens. This practice is based on the principle of raising awareness and fostering a culture that accepts waste sorting for the preservation of the environment, using various audio and visual awareness methods.

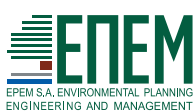
● **Policy:** Environmental Quality Authority, with all its branches in Palestine, plays a prominent and effective role in the educational aspect in the fields of environmental preservation and sustainability, and has many policies and practices applied on the ground, and these practices have varied to include the following: Environmentally friendly schools, Awareness program for the women's sector, Vocational training program.



Glass Hand Made/ Palestine



Old Caravanserai Alwakala, Nablus/ Palestine



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**Tunisia, TUNISIA**

**Architectural Innovation Opportunities in the Medina of Tunis**

The Medina of Tunis witnessed important socio-urban transformations in the last century, which affected its built heritage negatively. Many buildings, within central Medina's urban limits, are rich in contra rotation crafts witnessing the passage of Mediterranean civilizations, which settled in Tunisia over the centuries, integrating their built culture and heritage into what today defines the construction arts and crafts in Medina's buildings today. Municipality of Tunis, survey team identified 105 visible abandoned, fallen down buildings in the -100hectare central Medina area. Many buildings have been left by their owners, who moved to new northern or southern suburbs, where they chose to settle in their secondary homes, were more adapted to modern living needs. Buildings, over 100 years old, are today owned by many decedents, which makes ownership transition process, lengthy, costly and often a big challenge just to identify all the owners. The Medina is a repertoire of traditional architectural techniques and styles, ranging from traditionally nailed doors to window protection ironsmith work. Construction artisans such as carpenters, blacksmiths, gypsum carving and painting are available, and in urgent need of referencing and expertise transmission. The next steps for the municipality of Tunis are to investigate through national real estate repertoire, buildings that are now owned by the municipality or the state, and then collaborate with architects, civil society and Medina's community, to design best repurposing opportunity to improve socio-cultural dynamic and urban revival.

**Opportunities for Informal Circular Economy in Medina of Tunis**

The Medina of Tunis, witnessed important socio-urban transformations in the last century, which

impacted its built heritage. Many buildings, within central Medina's urban limits, are rich in construction craft, with a long re-use and transformation history. As part of INNOMED-UP survey, the Municipality of Tunis identified 105 visible abandoned buildings; which represent an important opportunity for architectural restoration innovation and for construction craft revival.

Medina generates 15tons of waste per a day, collected by the municipality. The residential tax, for a household of a family of five people, would be on average 60 Dinars a year (price depends on house size). The same household generates an estimate of 2 tons of waste/year, with real municipal cost of 200 Dinars per year. Taking into account the fact that only %30 of inhabitants actually pay their residential tax, the waste collection business is too expensive for the municipality to manage. An important 'underground' circular economy industry was identified during the INNOMED-UP survey, and could be an important opportunity for the city to improve its waste management and resilience. Informal sector 'garbage collectors', collect disposed items and sell them to private sector, who would very much like to formalize their work through PPP with the city. PPP agreements are often not easy to implement due to the heavy tendering process.

Survey team, identified the following waste, as making important income to families in the medina. Plastic bottles sold at 0.600 Dinars/kg to plastic recycling industries. Metal residues from artisan workshop, are melted and reused, or sold at 1.200 Dinars/kg. Often metals are mixed in the reuse process, and become impure. Cartons and paper, also collected, sold at 0.150 Dinars/Kg. INNOMED-UP survey findings and project objectives, will spark an important interest, to investigate ways to formalize, valorize and create new jobs through partnerships with identified circular economy actors in the Medina



Tunis/ Tunisia



Tunis/ Tunisia

**Palermo, ITALY**

The Cresm has identified the city of Palermo as the pilot area, the capital of Sicily, for multiple aspects regarding its origins, its architectural history and for its particular current features. Palermo is also home to a CRESM project called «Nuove Officine Zisa» («New Workshop Zisa») from the name of the Arab-Norman castle «Zisa», a sustainable development hub in the classic and digital manufacturing sector located in a disused factory.

Palermo is a multicultural city with a very ancient history, with many civilizations that have left important traces from all over the Mediterranean and from Europe and which are still present today in art, architecture, language and in gastronomy. Man since the Paleolithic era, the graffiti in the Addaura caves are an important testimony have inhabited the coast of Palermo. The oldest city now is part of the historic center of Palermo and the Phoenicians around the seventh century BC founded it.

After the Phoenicians came the Romans, the Byzantines, the Arabs, the Normans and many others who brought their cultures, making Palermo an inextricable tangle of architectural styles and cultural

contaminations in all aspects.

In the cathedral of Palermo, built between 1170 and 1185 in the so-called Arab-Norman style, there is still the tomb of Frederick II of Swabia, called «Stupor Mundi», who made it the capital of his empire.

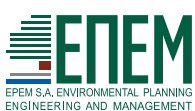
The surface of the historic center of Palermo is approximately 2.5 km<sup>2</sup> and the city, surrounded by small villages outside the walls and by noble villas in liberty style, maintained slightly larger dimensions until the 70-60s of the twentieth century, when it began the so-called «Sacco di Palermo» an indiscriminated expansion of cement that led to the destruction of the green plain that housed the ancient city to make way for huge neighborhoods often without even the essential services.

In the historic center of Palermo, there are still the ancient markets such as «Vucciria», «Capo», «Ballarò». There are numerous monuments inherited by the peoples who arrived in Palermo: the walls of the Phoenicians and their necropolises are still visible, there are remains of Roman and Byzantine buildings, but surely Palermo is well known in the world of art and architecture for its UNESCO heritage: Cappella

Palatina, Palazzo dei Normanni, San Giovanni degli Eremiti and all those monuments built in the so-called «Arab-Norman» style.

Palermo today has about 700,000 inhabitants, is a multi-ethnic city with many immigrants representing %4 of the population, but this number rises to over %20 in the historic center. This fact is very curious when compared to the fact that the research of small and medium-sized enterprises and artisans carried out by Cresm as part of the INNOMED-UP project selected most of the artisans among those present particularly in the historic center. Even today in the historic center, there are crafts-men who work the same material that gives the street its name, such as «Via dei Calderai» («street of the coppersmiths») where metal craftsmen still work.

The common element of these two facts, if compared, is that the historic center of Palermo, although in recent years has seen a significant increase in the tourist presence, still remains one of the poorest areas of the city where properties, markets and services cost a lot cheaper than in other areas of the city.



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(c) Fernando Guerra. Prato/ Italy

### Municipality of Prato, ITALY Pilot area for the newsletter

The pilot area identified by the Municipality of Prato includes the whole territory of the City of Prato, that is the capital of the homonymous province located in the northern part of Tuscany (Italy), only 17km far from the Tuscany region capital Florence. The city lies in a flat area along the valley of the Bisenzio river, an important tributary of the most famous Arno river. Furthermore, being located at the foot of the Apennines, the city is a gateway to nature. With a population of 2018) 194,590) – and an estimated density of 1,998 inhabitants/km2 – Prato is the second largest city in the region, as well as the third in central Italy for number of inhabitants. Prato is widely known for its textile industry, which played a key role in the city's growth. As the third industrialisation kicked in, Prato grew to become Europe's most important textile and fashion centre – and one of the most advanced prototypes of that particular form of organization of production that is the industrial district. The Prato textile industry relies on the circular economy principles having historically based its industrial fortune on the reuse of waste from the textile process and on the reuse of second-hand clothing from all over the world.

The recycling techniques of these fractions – that would otherwise be considered a waste – started at the end of the 19th century – and led to consider Prato one of the most innovative industrial city in Italy. With this mindset, part of the DNA of the City, Prato anticipates by decades a behaviour that today is promoted by the “green economy” principles and the intelligent management of productive chains in the logic of Circular Economy. From the World War II onwards, Prato applied the principles of the Circular Economy beyond the industrial sector towards other areas of activities, such as the natural and built environment. One historical example is related to the waste water: Prato was the first industrial district arranging a close water cycle so to be able to reuse the waste water more than one time and to clean it before giving back to the environment. A system, which led to significant results in terms of green infrastructures and green economy and that has been studied, promoted and copied: since the early 1980s the Prato district has been a case study to investigate innovative environmental recycling dynamics.

At present times, the Municipality of Prato is the Italian representative in the EU's "Urban Agenda: Circular Economy Partnership" initiative. The partnership, which brings together six different cities, aims to stimulate the reuse, repair, refurbishment, and recycling of existing materials and final products, all of which will help promote growth and job opportunities. In late 2019, the City administration adopted the CE Action Plan "Prato Circular City" that uptakes the work carried out with the Urban Agenda partnership and in line with the objectives of the Amsterdam Pact, for a Better regulation, Better funding and Better knowledge on the Circular Economy in the City of Prato.

Finally, the city is the location of the first Circular Economy Festival in Italy, promoted and organised by the Tuscany Region, Toscana Promozione Turistica (regional tourism promotional agency) and the City of Prato. Recò Festival is a part of the more broad

promotional strategy of involved administrations aimed to the awareness rising of the civil society and productive sectors on Circular Economy and in general on the environmental themes. The second edition will take part in 2020 (dates depending on the current COVID19- pandemic), organised in 4 consecutive days, and will include talks, meetings, seminars, conferences, exhibitions, performances, cultural events, performances and visits to textile and clothing companies of the Prato industrial district. The 2020 edition of Recò will host also the industrial districts of paper (Lucca) and tanning (Santa Croce). The Festival will be the place to discuss the global Green New Deal, with the protagonists of a movement that passes through waste reduction, reuse, recycling, new business and consumption modes, but also a new way of approaching waste as a resource for an economic model alternative.



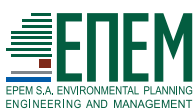
Recò/ Italy by Marco Badiani



Italy \ photos by Marco Badiani



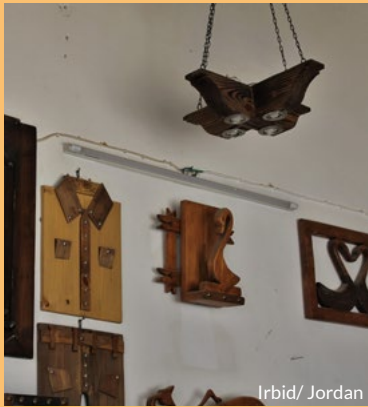
Italy \ photos by Marco Badiani



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Irbid/ Jordan



Um Qais/ Jordan



Um Qais/ Jordan

## Irbid, JORDAN

### Circular Economy Opportunities in Irbid City of Jordan

Future Pioneers (FEPC) has selected Irbid city with a population of 907,675 as Jordan's project partner due to its potential in circular economy, and since it's currently a target in multi diversified projects funded by different donors, including EU. The state of art was implemented following various methodologies including a literature review for the existing and relevant supporting policies and strategies regarding the specialized SMEs.

In addition, focus group discussions with the key persons and stakeholders as well as direct observations and discovery walking around the community were implemented. A qualitative and quantitative questionnaire was implemented as well as a one-on-one structure interviews, seeking an open-end dialogue with the targeted SMEs in order to grasp new ideas, initiatives and suggestions. 28 face-to-face interviews were conducted where %57 of the interviewed SMEs are specialized in Visual Arts domain, while other %22 of the interviewed SMEs are specialized and active equally in both Architecture and Audiovisual works.

A total of 19 different sub-sector activities were identified by the surveyed SMEs. The survey concluded that several SMEs do not have the technical capacity to identify, assess and implement more advanced technical options that would enable them to reduce their environmental impacts while realizing cost savings. In addition, a general lack of knowledge about the benefits of the CE exist, and the cost of 'green' innovation and business models has been extensively cited in the interviews as one of the major barriers to the adoption of sustainability practices by SMEs. Finally, financial government support and encouragement is needed for a sustainable CE initiatives

### INNOMED-UP Future Activities

As long as COVID19- pandemic duration is yet unknown, and therefore it remains a major source of uncertainty, numerous national authorities keep imposing strict restrictions on travel and supporting social distancing rules against physical contact in order to deal with high number of fatalities due to the disease. Consequently, the INNOMED-UP Partnership faces a specific situation that it can be characterized as a force majeure. These key facts urge us to examine all alternative case scenarios (both worst-case and best-case scenarios) and to follow the most effective solution; reassuring the Project implementation in a positive way.

Under the current circumstances of COVID19-outbreak, which has been declared as a pandemic by the World Health Organization (WHO) on March 11th 2020, the timeframe for Project implementation might be thoroughly revised midway through this period. Delays in Project implementation may occur. Even so, it is critical to pursue a targeted approach and adjust the time schedule in order to meet the Project outputs on time and budget.

Regarding this ongoing 2nd semester of the Project, through this reporting period (until 30.08.2020), the LB (NTUA) emphasized the importance of adjustments to be planned as appropriate next steps; dealing with short-term or mid-term consequences and manageable impacts for the Project:

Activity A 4.1.1: SWOT and PEST Workshops in each city (Mar-May 2020), might have to receive an extension for implementation until the end of July 2020 instead of May 2020, and so to be carried out remotely by using digital methods through online tools;

Activity A 1 :4/3/1.2.2st Interim Report (30.08.2020-01.09.2019), might need to adjust submission deadline later than 30.10.2020. Although there might be a certain delay, the INNOMED-UP Partnership is committed to fulfill its legal obligations under the GC.

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