1 Introduction

After having analysed in the first phase of ICHNOS project the state-of-the-art regarding one-stop shops (OSSes) in the three partner regions, the points in common for the definition of an OSS model were published in the Green Paper. In this publication we concluded that three main activities that should be covered by OSS:

- Consulting on specific business ideas and/or administrative issues
- Management of the authorization process
- Marketing of the territory

With this starting point, additional interviews and experts panels were carried out to many stakeholders in the three regions. Based also on the experience as a Centre of Competence of the Galician eCommerce Leveraging Centre, we recommend a general model of Regional Centre of Competence (RCC) for OSS that provides the necessary support they need which can be extended along Europe.

A Regional Centre of Competence (RCC) for One-Stop Shops (OSSes) is defined as a non-profit or profit organization whose main objective is to develop specific actions to support the operation of OSS in a region, contributing to the economic growth of the region by facilitating business start-ups and providing a better support to entrepreneurs.

In this sense, and in accordance with the requirements that the Commission's proposal for a Services Directive (Bolkestein Directive*)*[1], RCCes should assure the conditions so that *"by three years after the entry in force of this Directive at the latest, it is possible for a service provider to complete the following procedure and formalities (...):*

a) all procedures and formalities needed for access to his service activities in particular, all necessary declarations, notifications or applications for authorisation from the competent authorities, including applications for inclusion in a register, a roll or a database, or for registration with a professional body or association:

b) any applications for authorisation needed to exercise his service activities."

The proposed model consists of four interdependent modules, as well as a management department:

1. An Observatory module that assesses the current regional socioeconomic situation in order to support the set-up of new OSSes. It will also monitor the performance of each individual OSS and evaluate the obstacles that may prevent them from running smoothly. Additionally it will also monitor the latest information about eadministración solutions for OSS and processes and recommendations of simplification of the bureaucratic procedures for facilitating business set-ups.
2. An Advisory and Support module that carries out the core activities of the OSS, giving support to OSS managers and to local authorities on the four main areas: legal, technological, marketing of the territory and organizational.
3. A Training module that offers knowledge to OSS staff and to third bodies connected with OSS's activities. Online and face-to-face courses, as well as paper-based documentation on guidelines are the main means. which will be focused on the procedures regarding business creation, the procedures for contacting third bodies, and the novelties on legal and technical aspects of OSS activities.
4. An Information and Communication that promotes OSSes and disseminates their achievements and benefits among their stakeholders in the region among their end-users and around an interregional European level.

[1] In the 4th April 2006 the Commission come forward with and amended proposal. The amended proposal will now be considered by the Member States of the EU in the framework of the Council of Ministers with a view to reaching a Common Position.

5. Management and Institutional Relations that, apart from the general administration, promotes the OSS system among public and private institutional stakeholders within the region and an interregional European network of RCC for OSS that exchanges information and experience and cooperates in the EU territory.

It is essential to highlight that the modules are groups of functions that are to be provided. Depending on the budget the Centre count on, the number of OSS under its control and the existence of other organizations working on the marketing of territory field, the model could be adapted.

2 Goals of a Regional Centre of Competence for OSS

According to the study by the association EUROPA for the « Délégation à l'aménagement du territoire et à l'action régionale (DATAR), the pursued goal of setting up an OSS in the analysed cases is modernizing the administration by a process of simplification, ensuring transparency and efficiency.

As far as a Regional Centre of Competence for OSS, it must guarantee the smooth and efficient functioning of OSS as a single point of single contact, and should begin by answering these questions:

- What is the situation related to entrepreneurship? What is the entrepreneur's awareness about OSS?
- Why don't SMEs and citizens use the possibilities offered through OSS?
- What can a LC do in order to remove the identified obstacles?
- How will the obstacles be leveraged?

3 Socio Economic report of each new region

3.1 Partner Socioeconomic data

3.1.1 BASIC DATA

3.1.1.1 Area

North Aegean Region

The region consists of 9 islands of various sizes: small, big and also medium ones. The islands which belong to the North Aegean Region are extended to the northeastern part of Aegean Archipelagos. Most of them are located along the coasts of Minor Asia and they are the eastern border of E.U. and Turkey. The basis of North Aegean Region is Mytilene. Lesvos, Lemnos, Chios, Samos and Ikaria, compared to the rest of the Aegean islands, are considered the bigger ones. Their size and population density make Lesvos and Chios, two of the 21 most important islands of Europe. These five big islands, together with four smaller ones - Fournoi, Psara, Inousses, Agios Efstratios – compose an area without a specific geographical consistency, which officially, is divided to three prefectures.

Administrative Structure of the Region

• The Prefecture of Lesvos is 2.154 Km², including: Lesvos, Lemnos and Agios Efstratios, seventeen (17) Municipalities and one Community, in four Provinces.
• The Prefecture of Chios is 904 Km², including: Chios, Psara and Inousses and ten (10) Municipalities in one Province.
• The Prefecture of Samos is 778 Km², including: Samos, Ikaria and Fournoi and eight (8) Prefectures in two (2) Provinces.
The percentage of the mountainous extend, occupies about 33,2% of the total extent of the Region.

3.1.1.2 Definitory characteristics of the territory

According to the prosperity index, which indicates approximately the living standard of North Aegean Region population, there are major inequalities between the Region and the whole Country, and therefore the prosperity level of the region's population, is lower than the national one. However, the constant progress of some of these indexes, show that the gap between the living standard at the Region and that of the Country has minimized.
The region's GDP has increased after 1995, increasing contemporaneously its percentage participation to the country's GNP for 0,3%, something that indicates its faster growing rate than that of the country's. At the same time, the GDP per head of North Aegean, increases with more quick rates than the country's GNP, even if we consider the lower rates that population increase seems to have at the Region.The progress of GDP in North Aegean Region is attributed mostly to the prefecture of Lesvos and to the prefecture of Chios, as well. The prefecture of Samos shows a minor participation to the forming of Region's GDP, but a greater one, to the forming of the average GDP per head, of the Region.

1) Table of the Prosperity Indexes of the Region

Definitory characteristics of the territory	Year	North Agean Region /thous. euros	Average of Greece	Ranking of the Region compared to 13 Regions of Greece
GNP-gross national product	2005	14,5	20,6	11
Savings account per resident	2005	11,4	12,2	2
Declared income per taxpayer	2005	11,6	13,7	10
Tax per taxpayer	2005	0,79	1,22	9
Natural increase at population rates/ 1000 residents	2005	-3,5	0,2	13
Students of secondary education/ 1000 residents	2005	60	63	10
Students of elementary school/ 1000 residents	2006	59	58	7
Percentage of unemployment	9,4	8,9	6	
Participation at the Country's total proportions				

GNP	2005	1,3%		13
Taxpayers	2005	1,9%		13
Declared income	2005	1,6%		12
Income tax	2005	1,2%		12
Savings Account	2005	1,7%		12

Source: Prefectures of Greece, 2007

At the table below, you can see the latest available information about the health sector of North Aegean Region.

2) Table of the Health Indexes in North Aegean Region

	Number of rooms at the hospitals	Number of public hospitals	Number of private clinics	Rooms at Private clinics	Number of doctors	Number of doctors per 100 people	Pharmacies
Lesvos	324	2	0	0	330	3,09	81
Samos	166	2	0	0	179	4,17	26
Chios	173	1	3	77	197	3,77	37
Total	**663**	**5**	**3**	**77**	**706**	**----**	**144**

Source : Prefectures of Greece, 2007

3.1.2 ECONOMY AND FINANCE

3.1.2.1 Selected economic indicators

A. GDP

The economy of the three prefectures of North Aegean Region, is mainly based on the sectors of primary production and services, while the touristic sector seems to progress notably the recent years. Taken for granted are for example problems such us: the shortage of available natural resources, the decrease and the ageing of the population, the desertification of the agricultural land, and other problematic issues of the islands.

1) **Table of GDP and its participation in the whole GNP of Greece (in million euros, in current prices)**

PREFECTURE	2003	Participation In total %	2004	Participation In total %	2005	Participation In total %
North Aegean	2,334	1,34	2,348	1,27	2,481	1,25
Whole country	174,258	100	185,225	100	198,609	100

Source: National Statistics,2007

2) Table of the GDP of the prefectures of the Region (in millions of euros, in current prices).

Gross product (in millions. €) of the prefectures of the region 2000-2005* PREFECTURE	2000	2001	2002	2003	2004	2005
LESVOS	909	998	1003	1185	1146	1212
CHIOS	499	531	569	662	711	765
SAMOS	397	449	455	487	491	504
TOTAL	1.805	1.978	2.027	2.334	2.348	2.481

Source: National Statistics,2007

3)Table of the GNP, %GNP of the Country for all production sectors.

GNP, as % of the	2002	2003	2004	2005	AGRICULT	MANUFA	SERVICES

country for each production sector					URE	CTURE	
WHOLE COUNTRY	100	100	100	100	100	100	100
NORTH AEGEAN	1,9	1,34	1,27	1,25	2,85	0,87	1,27

(Source: Prefectures of Greece 2005)

The Region produces 1,25% of the Country's Gross Domestic Product, which is a proportion that makes N. Aegean Region the last of all the other prefectures of Greece.

4)Table of the GDP per head, for the region (in euros and in current prices)

	2000	2001	2002	2003	2004	2005	% of the Greece average
N. AEGEAN	8.800	9.656	9.919	11.463	11.578	12.276	68,63
WHOLE GREECE	12.483	13.357	14.342	15.536	16.745	17.886	100

Source: Prefectures of Greece 2007

5) GDP per head (in million euros) of the Prefectures of the Region, 2000-2005* (in euros, in current prices)

PREFECTURE	2000	2001	2002	2003	2004	2005
LESVOS	8.409	9.225	9275	10.989	10.674	11.339
CHIOS	9.384	10.017	10.785	12.603	13.573	14.634
SAMOS	9.056	10.285	10.469	11.263	11.403	11.738
TOTAL	8.800	9.656	9.919	11.463	11.578	12.276

Source: National Statistics* (2005, temporary elements)

B. Government deficit and debt

No available data for the Region of North Aegean

3.1.2.2 Prices and costs

C. Harmonised index of consumer prices

Harmonised index of consumer prices (1)	Sep. 08/Sep. 07	4,7

From: www. mnec.gr (information for the whole Greece)

D. Index consumer price

Index of consumer prices (1)	Sep. 08/Sep. 07	4,6 from mnec.gr

From www. mnec.gr (information for the whole Greece)

E. Electricity and gas prices- industrial users

No available data

F. Average price of the m² of new housing at province capitals and councils of 100.000 population or over.

No available data

3.1.2.3 External trade and foreign investment

1) Table of the 20 major exportation destinations of N.Aegean (value in euros)

The 20 most significant exporting destinations of N. Aegean.	2003	2004	2005	2006
ITALY	25.001.144	12.574.821	26.241.976	30.096.161
FRANCE	14.911.514	12.725.067	18.035.370	20.984.992
UNITED KINGDOM	4.242.055	4.984.615	8.209.001	9.489.422
SPAIN	12.099.578	7.547.420	14.437.068	14.251.773
PORTUGAL	1.695.568	3.350.536	5.989.112	9.292.466
GERMANY	4.324.551	4.064.211	7.909.421	9.185.002
USA	2.863.271	3.631.183	3.900.194	3.868.114
TURKEY	601.625	929.443	3.213.378	4.574.997
NETHERLANDS	1.737.656	1.887.795	3.739.954	4.857.907
UNITED ARAB EMIRATES	315.190	583.876	430.852	193.560
CYPRUS	334.992	1.298.292	1.210.447	1.688.214
EQUIP. OF SHIPS WITH THIRD COUNTRIES	129.835	275.030	120.990	141.829
ROMANIA	440	1.290	0	22.848
BULGARY	70.088	198.813	275.310	450.183
IRELAND	158.742	509.791	1.201.512	1.726.638
S.ARABIA	125.610	118.753	96.000	398.800
ISRAEL	449.465	355.682	261.059	529.926
BELGIUM	273.580	393.295	368.436	371.293
SLOVENY	0	0	434.773	403.026
CANADA	361.680	311.477	389.274	330.917

Source: Exporters Association of Northern Greece 2007

At the above table, you can see the most significant exporting destinations of North Aegean Region. The first positions, according to their exporting capacity, are taken by Italy, France, United Kingdom and Spain. Italy, France and Spain. There is a reduction in exports in 2007, compared to the former years. A significant reduction is notable for Germany as well, which is ranked at the 6th position, in regard with its exports in 2007. The years 2003-2006, were very fruitful for the most exporting destinations of N. Aegean, something which was changed in 2007. Significant and year to year improvement of the export relations, is notified for USA, United Arab Emirates, Romania and Bulgary. Furthermore, we can conclude that the major activity of the export trade stems from the intercommunity trade and specifically, at a proportion of 84% for the year 2007, while that proportion for the Third Countries is almost 16%.

2) Table of the exporting products of N. Aegean in euros.

	2003	2004	2005	2006
Food	60.150.906	45.011.810	86.439.021	100.401.712
Drinks and Tobacco	6.783.398	7.687.439	6.397.581	8.428.548
Non-metalic minerals	11.000	345	1.453	1.400
Chemics and Plastics	1.090.322	2.255.948	1.467.116	1.166.855
Petroleum products	13.550	15.080	76.128	71.829

Wood and Paper	48.377	25.772	59.511	40.744
Textiles and Clothes	352.908	406.190	325.956	481.239
Minerals	20.580	48.624	3.700	35.853
Machines and Devices	195.204	174.727	99.957	55.434
Vehicles	201.650	1.000	20.395	30.266
Others	2.506.407	3.250.466	4.392.982	4.456.395
Total	71.374.302	58.877.401	99.283.800	115.170.275

Source : Exporters' Association of Northern Greece 2007

At the above table, you can see all the categories of the products that are exported from the whole North Aegean Region. The dominant part, primacy as far as exports are concerned, is possessed by Food supplies, with a proportion of 83.82% of the total exports (Fish and Malacostracans, Fat and Olive, Dairy-farming and various Concoctions). At the second exporting position, you will find drinks and tobacco at a proportion of 5.7%, while in especially low proportions follow the Chemic and Plastic products and the Petroleum products as well. The last category, is the only one that shows improvement in the last five years. All the other categories apart from Textiles, Clothing and Vehicles present a decline in 2007.

3) Table of the exports of every Region, as a proportion of GDP, for every region.

Ranking of the Prefectures	2003	2004	2005
8. N.Aegean	2.70%	2.51%	4.00%

Source: Exporters' Association of Northern Greece 2007

4) Table of the export indexes. /GDP for the year 2003

Ranking of the Prefectures	2003	2004	2005
2. N.Aegean	100,0%	92,7%	148,0%

Source: Exporters' Association of Northern Greece 2007

5)Table of Exports annual percentage change

Prefectures	03/04%	04/05%	05/06%	06/07%
N.Aegean	-17,5%	68,6%	16,0%	-4,1%

Source : Exporters' Association of Northern Greece 2007

6) Table of the indexes of imports lapping over exports (exports/imports)

Ranking of the Prefectures	2003	2004	2005	2006	2007
2. N.Aegean	101.58%	151.46%	151.40%	173.82%	122,39

Source : Exporters' Association of Northern Greece 2007

At the above tables, you can see the position of North Aegean Region at a national extend, as far as exports are concerned. It is easy to observe that the proportion of exports in absolute prices, is very low. N. Aegean Region's exports constitute the 4,31% of the Region's GDP, occupying the 8th position of the similar index, in a 13 region ranking. As an export index, being a proportion of the GNP for the year 2003, it takes the second place at this ranking. Contemporaneously, as far as the index of annual percentage change of exports is concerned, it presents a positive tension of about 17,3%, taking the 4th place of the ranking.

It also occupies an important position in regard with a very crucial index for the economy, i.e. the index of exports lapping over imports, which is about 122,39%, a percentage approaching that of West Macedonia, which is the first region of the same ranking. The useful conclusion of all these, is that N. Aegean Region has a surplus in its trade balance.

Foreign investment
No available data

3.1.3 POPULATION AND SOCIAL CONDITIONS

3.1.3.1 Population

G. Population distribution

North Aegean Region represents the 1,8%, of the population of whole Greece, being the smaller, therefore, Region. The census of 1991 and 2001 showed that the population of the Region increased for about 3,4%, while the whole country's increase was about 6,9%. Considering the results of 2001 census, the population of the Region reached the amount of 206.121 residents, an amount that for the year 2001, represented the 1,88% of the country's total population, while in 1991 that proportion was almost 1,94%.

1) Table- Census Data

POPULATION	CENSUS		
	1981	1991	2001
Number of residents	195.004	199.231	206.121
Extent klm²	3.836	3.836	3.836
Density of Population. Residents/ klm²	50,8	51,9	53,7
Civil Population	54.733	54.951	88.996
Rural Population	106.142	110.974	117.125
Number of households	69.380	68.872	74.355
Number of houses	116.717	128.412	142.203

Source: National Statistics-Census 2001

2) Table - Age ranking of the population %

Age	0-14	15-24	25-39	40-54	55-64	65-79	>80
North Aegean Region	14,64	15,26	20,33	17,73	10,68	16,81	4,56
Total of Greece	15,19	14,28	22,87	19,97	10,98	13,69	3,02

Source: National Statistics-Census 2001

3) Table – Distribution of the population at the Prefectures

PREFECTURE	LESVOS		CHIOS		SAMOS	
CENSUS	1991	2001	1991	2001	1991	2001
RESIDENTS	105.082	109.118	52.184	53.408	41.965	43.595

Source: National Statistics-Census 2001

H. Population change

The population of the Region shows a decreasing rate, since it kept the highest percentage of population's natural reduction for the years 1999-2001 and for the year 2002 it held the second bigger rate. As we can see at the table below,
the percentage of natural decrease of the population, increased in 2003, bringing the North Aegean Region at the first position, compared to all the other regions of Greece.

1) Table – Natural Decrease of the Population / 1.000 residents

	2002	2003
NORTH AEGEAN REGION	-3,62	-4,28
TOTAL OF THE COUNTRY	-0,01	-0,07

Resource: Prefectures of Greece 2005

2)Table – Distribution of the population at the Prefectures

PREFECTURE	2002	2003	2004	2005	2006	2007
LESVOS	108.086	107.859	107.661	107.050	106751	106344
CHIOS	52.792	52.522	43.129	43.015	52150	52022
SAMOS	43.454	43.248	52.379	52.337	42830	42717
TOTAL	204.332	203.629	203.169	202.402	201.731	201.083

Resource: Prefectures of Greece 2007

The urbanization percentage of the Region, increased for about 1,2 percentage units (in the decade of '90) and reached the levels recorded in 1981 (24,7%), although still remaining at much lower levels than those of the whole Country and keeping its rural manner.

Urbanization

The urbanization percentage of North Aegean Region in 2001 is 43%, while 71% is the urbanization percentage of the whole country. The urban centers of the Region have 88.996 residents (43% of the total population of the Region), while the rural population is about 117.125 residents (56% of the total population). The highest percentage of urbanization among the prefectures of the Region, is indicated at the prefecture of Chios, which is an amount of about 53%.

3) Table - Civil & Rural Population in the Region

	REGION		LESVOS		CHIOS		SAMOS	
Census	1991	2001	1991	2001	1991	2001	1991	2001
Civil Population	54.951	88.996	24.953	45.567	29.998	28384	-	15.045
Rural Population	110.974	117.125	63.509	63.551	22.186	25.024	25.279	28.550

Source: National Statistics-Census 2001

3.1.3.2 Labour market

I. Population over 16, active population, employed population, unemployed population, and active population, employment and unemployment rates

The labour force of N. Aegean

1)Table of the labour market elements for the year 2004

	Total	**Men**	**Women**
Population able to work (over 16)	119.946	61.220	58.726
Labour force	74.160	47.657	26.503
Employed	67.200	45.921	21.279
Unemployed	6.960	1.736	5.224
Long lasting unemployed	3.468	696	2.772
Non-Active	45.786	13.563	32.223

Source: National Statistics, Research about the Work force of 2004, 2nd Trimester. **Worked out by P.A.E.P.S.A.**

2) Table of the percentage of labor market indexes for the year 2004

	Total	**Men**	**Women**
Population at a proper age to work	100%	51,0%	49,0%
Working force	100%	64,3%	35,7%
Employed	100%	68,3%	31,7%
Unemployed	100%	24,9%	75,1%
Long lasting unemployed	100%	20,1%	79,9%
Non- Active	100%	29,6%	70,4%

Source: National Statistics , Research about the Work force of 2004, 2nd Trimester. **Worked out by P.A.E.P.S.A.**

According to the above tables, the following indexes for N.Aegean Region are:

- Unemployment percentage =9,38 %
- Index of the employed, according to the financially active population = 56,02%

J. Labour costs

Number of employed people, working hours and labor cost at the N.Aegean for the year 2004.

Total number of employed	Working hours	Working hours paid out	Total labor cost
9.117	12.109.046	13.116.174	133.395.410 €

Source: National statistics

3.1.3.3 Education

North Aegean Region, has 59 pupils of elementary school for every 1000 residents, which is a percentage a little higher than the country's average. (58 pupils/ 1000 residents). This locates the region at the seventh position of the ranking, between the other 13 regions. In

Lesvos, there are 159 public elementary schools and 1 private one with 100 pupils. As far as the index of secondary education is concerned, the Region still keeps a low position, which is the 10th, with a percentage of 60 pupils out of 1000 residents, while the national average is 63 pupils out of 1000 residents.

1) Table of the number of educational institutions and pupils of primary and secondary education.

	Region's total number	LESVOS	CHIOS	SAMOS
Number of elementary schools	159	85	33	41
Pupils at elementary schools	11.762	6.384	3.040	2.338
Tutorial staff of elementary schools	1.603	946	387	270
Number of high schools	51	27	14	10
Pupils of high schools	6.249	3.272	1.639	1.388
Tutorial staff of high schools	898	453	266	179
Number of senior high schools – technological secondary education	56	30	15	11
Pupils of senior high schools– technological secondary education	6.06	3.099	1.714	1.251
Tutorial staff of senior high schools–technological secondary education	921	481	255	185

Source: Regions of Greece, 2007

University of the Aegean

The University of the Aegean is located at the capital of Lesvos Prefecture, the city of Mytilene, where the rectorate, the central administrative services of the institution, the central library and the searching committee are situated. The University of the Aegean for the years 2005-2006 had 8.603 undergraduate and 2.013 postgraduate students. As far as the academic staff is concerned, the university has 252 people as Teaching and Research Staff and 184 as Adjunct Instructors (or Instructors on contractual basis; that is, PD 407/80 staff) and Visiting Professors. That makes a total of 404 employees as administrative staff, who are responsible for the working of the university units in the five islands.

Centres of Professional Education (C.P.E)

In the North Aegean there are 17 Centres of Professional Education and 1 branch in the island of Ikaria.

Table of the number of C.P.E of the North Aegean.

ISLAND	C.P.E
LESVOS	7
CHIOS	4
LEMNOS	3
SAMOS	3
IKARIA	1 branch
TOTAL	**18**

Technical Professional Education

In total there are 18 Technical Professional Education in the North Aegean Region:

10 in Lesvos prefecture, 2 of them operate in Lemnos Island
5 in Chios prefecture, 1 of them operates in Inouses Island
3 in Samos prefecture, 1 of them operates in Ikaria Island

Institutes of Professional Training (I.P.T)
There are 44 public I.P.T in the North Aegean Region.

Centres for adult education (C.A.E)
In the North Aegean region there are 3 educational structures (one in every capital of its Island)

3.1.4 SCIENCE AND TECHNOLOGY

K. Research and development

1) Table of Regional allocation for Research and Development cost per sector

	Gross domestic expenditure for R&D (GDERD)	Enterprices	Public Research Units	Universities	Non-Profitable Organizations
North Aegean	0,99%	0,00%	0,23%	2,01%	0,00%

Source: Strategic Plan for Research, Technology and Innovation within the framework of National Strategic Plan 2007-13

GDERD = Gross domestic expenditure for research and technological Progress
PBED: Private Business Expenditure for R&D
R&D= Research and Development

2) Table of Regional Expenditure for R & D to the Regional GDP.
Year 2003 Unit: Millions €

	GDERD	PBED	Regional GDP	GDERD /GDP	PBED /GDP	GDERD /population (euros per person)	PBED / (euros per person)
NORTH AEGEAN	9,66	0	2.873	0,366%	0	47,34	0

Source: Strategic Plan for Research, Technology and Innovation within the framework of National Strategic Plan 2007-13

3) Table of Research and Development tasks sponsored by educational institutions of town.

Universities	Amount of research projects	Percentage
University of the Aegean	6	1,8%

Source: Strategic Plan for Research, Technology and Innovation within the framework of National Strategic Plan 2007-13

L. Use of ICT by enterprises

No available data

M. Percentage of enterprises which use the Internet for interaction with public authorities

No available data

3.1.5 TRANSPORT

N. Passengers and goods transport at airports

	Domestic				International			
Airports	Departures/ Arrivals	Boarded	Landed	Commodities*	Departures/ Arrivals	Boarded	Landed	Commodities
Ikaria	606	13.850	12.620	4.180	0	0	0	No data
Mytilene	7.107	201.477	194.234	903.308	1.329	77.591	76.815	No data
Samos	4.919	110.612	105.724	489.160	2.031	132.234	132.883	No data
Chios	4.363	115.446	107.056	506.549	401	12.620	13.210	No data
	16.995	**441.385**	**419.634**	**1.903.197**	**3.761**	**222.445**	**222.908**	

Source: Civil Aviation Authority *Commodities in kilos

O. Passengers and goods transport at ports

Passengers movement and cargo handling at the main ports of Greece

Ports	Disembarked	Embarked	Discharged Merchandises	Charged Merchandices
Mytilene	278.000	271.000	No data	
Samos	No data		No data	
Chios	253.000	249.000	No data	
	531.000	**520.000**		

Source: National Statistics 2007

P. Kilometres of roadway

In the road transportation there has been a tremendous improvement of the local network, mainly as far as the provincial one is concerned, while the national and provincial road network still needs to be improved, in order to decrease 'time; and 'distance' and ensure the road safety. The national road network in the islands of North Aegean has a total length of 124,3 km, from which the 60 km are in Lesvos, the 40,3 km in Chios and the 24 km in Samos. The provincial road network is about 1.222 km (Lesvos prefecture 544, Chios prefecture 411, and Samos prefecture 267), while with the interventions of R.O.P, the total length of provincial network became 1.252 km, while the rural network, extended to a total of 2.600 kilometres, facing quality problems.

There is a strong seasonal movement in the islands' road network due to tense touristic summer periods and low winter periods. The main problems of the islands' road network are:

- low technical characteristics of mapping out (mainly in the mountainous),
- lack of central road axes and
- lack of regional by-passes that would lead with safety vehicles and passengers from the harbours to the mainland.

(Source: Business report, KETA North Aegean 2007)

3.2 Partner Economic Structure

3.2.1 MAIN CHARACTERISTICS

3.2.1.1 Main economic sectors

The North Aegean islands' economy is characterized by a slow change of the traditional productive model, and each island has a different development rate. There is a different productive model for each island and especially for the five big ones.

The difference is due mainly to the social-cultural elements of each island. Most islands demonstrate an important productive base, with intense structural problems, which are responsible for the slow transformation of the traditional productive model to a modern and dynamic one.

In most islands the basic productive sector is the primary one, having strong products that face problems of promotion in the national and international market.
• The manufacturing sector, which presents a strongly connection with the primary production, is lean, it has a traditional form and presents fluctuations, with increasing tendencies, in the last few years.
• The services sector, in most islands, is identified or it tends to be identified with tourism, presenting intense differentiation in Chios and a smaller differentiation in Lesvos.
(Source: Business report, KETA North Aegean 2007)

3.2.2 Partner economic entities structure

3.2.2.1 Distribution by sector, size and legal condition

Five of the most important business sectors in prefecture of Lesvos are:
1. Retail Trade – apart from car, vehicle and motorcycle's trade
2. Hotels – Restaurants
3. Constructions
4 Other Business Activities
5. Terrestrial Transports through Channels

The five most important business sectors in the prefecture of Samos are:
1. Hotels – Restaurants
2. Retail Trade – apart from car, vehicle and motorcycle's trade
3. Constructions
4. Other Business Activities
5. Wholesale Trade and Supply Trade, apart from car, vehicle and motorcycle's trade

The Five most important business sectors in the prefecture of Chios are:
1. Retail Trade– apart from car, vehicle and motorcycle's trade
2. Constructions
3. Hotels – Restaurants
4. Other Business Activities
5. Wholesale Trade and Supply Trade, apart from car, vehicle and motorcycle's trade.

3.5 Legal Forms of Businesses in North Aegean

At the next paragraph we can see the businesses of every prefecture of North Aegean and the legal forms as given at the Enterprise's Records of 2002.

3.5.1 Personal Enterprises

The most preferable legal form of enterprise in North Aegean is the Personal Enterprise. There are about 14.005 Personal Enterprises in North Aegean, from which 6.563 run in the Prefecture of Lesvos, 3.905 in the Prefecture of Samos and 3.537 in the Prefecture of Chios. Most of them, concerning North Aegean, are restaurants (a total of 974 personal enterprises).

3.5.2 S.A. Companies

According to National Statistics, in the North Aegean there are 414 S.A. Companies, 150 from which, 150 run in the Prefecture of Lesvos, 179 in the Prefecture of Samos and 85 in the Prefecture of Chios. The majority of them belong to the tourism sector and more specifically:

• Hotels with Restaurants (5511)
• Hotels and Motels without restaurants (5512)

1. **General Partnership Companies**

In North Aegean run 1.170 companies, 600 of which are in the prefecture of Lesvos, 234 in the prefecture of Samos και 336 in the prefecture of Chios. In the prefecture of Lesvos most of the General Partnership Companies are restaurants, but in the prefecture of Chios the majority of them, are bars.

2. **Partnership**

285 enterprises occupying the legal form of Partnership, run in North Aegean, 106 of which concern the prefecture of Lesvos, 81 of them the prefecture of Samos and 98 the prefecture of Chios. The majority of them belong to the type: 'Structure of buildings and technical works of civil engineer, which concentrates a total of 116 enterprises.

3. **Private Limited Companies**

314 Private Limited Companies run in North Aegean Region:

•136 in the prefecture of Lesvos
• 99 in the prefecture of Samos
• 79 in the prefecture of Chios

4. **Society**

27 enterprises function, having the form of society:

• 18 in the prefecture of Lesvos
• 7 in the prefecture of Samos
• 2 in the prefecture of Chios

5. **Marine Enterprises & Co-Ship ownerships**

27 Marine Enterprises run in the Region, 5 of which are located in the prefecture of Lesvos, 9 in the prefecture of Samos and 5 in the prefecture of Chios.

As Co- Ship ownership, 31 enterprises are in function:

• 18 in the prefecture of Lesvos (13 of them belong to the sector of Piscary)
• 8 in the prefecture of Samos
• 5 in the prefecture of Chios (5 of them belong to the sector of Piscary)

6. **Other Kinds of Enterprises**

322 enterprises function in the Region, bearing another Legal form (free lancers, etc.)

• 173 in the prefecture of Lesvos
• 67 in the prefecture of Samos and
• 82 in the prefecture of Chios

(Source: Business Report KETA North Aegean 2007)

3.2.2.2 Brief description of the Partner's most dynamic enterprises

Entrepreneurship Activity of North Aegean

There is a reduction at the percentage of the starting capital for new established enterprises, of about 24,1%. This is an amount of about 2.745.2000 Euros. The same research shows indexes of effectiveness for every region and sector of entrepreneurship. In North Aegean, the bigger net profit for the year 2004, was recorded at the industry sector a percentage of 3,27%. The commercial sector follows, with a percentage of 2,63% and tourism with 1,54%. The index of these three sectors, shows a reductive tendency, compared to that of year 2002 (industry 5%, trade 3,10% and tourism 4,32%). For the regions of Ionian Islands and South Aegean, as well as for many other touristic regions, for the year 2004 (year when the Olympic Games were organized in Greece) the profit margin was negative at the tourism sector.

Although the fact that North Aegean Region concentrates a small share of tourist investments, compared to that of whole Greece (almost the1,06% of the initial value of constant dynamic of the sector), it was the only region that in 2004 offered a positive net profit margin (1,54%).

In the commercial sector we can observe high returns of own funds, implemented by enterprises of the North Aegean, while we can also observe that the percentage of tourism (0,76%), exceeds the average of all other Regions. On the contrary, the industrial sector of Ionian Islands has the worse return of own funds for the year 2004 (-3,12%).

At the industrial sector, the bigger part of financial expenses concerning sales, was recorded from Eastern Macedonia and Thrace Region. The analogy has increased since 2003 for the North Aegean Region. The enterprises of the regions of Ionian Islands and South Aegean, have bigger funds and therefore bigger investments in fixed assets, of own, foreign and loan funds. The result of these characteristics is the existence of big reserves and financial expenses.

As a conclusion, we can say that the characteristics of the enterprises of North Aegean in comparison to those of the Ionian Islands and South Aegean Islands, are the following:

- The increased general and special cash flow (cash flow index)
- The bigger functional and mixed profit margin
- On average, smaller speed at the cash flow of the reserves and income requirements
- Bigger capital efficiency
- Smaller proportion of financial expenses
- Smaller proportion of circulating asset (reserves, customers, remaining requirements)
- Smaller relation between foreign and own funds

3.2.2.3 New entrepreneur profile

New businessmen mostly turn to entrepreneurship activity in order to take advantage of a business opportunity that they perceive in their local market. Therefore, their activity has more chances to become successful, as it is based on the diagnosis of a real opportunity and not on the lack of another option. Greece keeps the 17th position out of 35 countries of GEM (2005) as far as business opportunity is concerned, something which shows the wide improvement margins that exist for that qualitative dimension of Entrepreneurship.

The majority of new businessmen restrict their activity to specialized information searching, for subsidized programmes. The absence of other complicated requests, such as the searching of ways for the increase of enterprise's competitiveness and extroversion, or the decrease of business risk through better examination of the market in specific sectors to which businessmen are concerned to, is something very important, that needs to be thought about.

Young people in North Aegean Region, who want to become entrepreneurs, don't consider at all the long term viability of their business activity. The majority of them belong to what we call: seasonal entrepreneurship, which means that business activity is chosen, because they haven't got another occupational option. This assumption agrees with the elements the Foundation for Economic and Industrial Research, which present Greece as a champion of that kind of entrepreneurship compared to other European countries. Wherever business ideas exist, they are characterized by a non- documented aspect concerning the following parameters:
1) the purpose of the existence of the new enterprise.
2) the purpose of its establishment at the specific area of interest
3) the total cost of the establishment and function of the enterprise and
4)the combination of previous experience, abilities and businessman's education level, with the conditions that the potential businessman bear, in order to create a viable enterprise.

4 State-of-the-art in the partner regions related to OSS

Regional Centers of Competence (RCC) for OSS in the framework of ICHNOS project are understood as profit or non profit organizations whose main objective is to develop specific activities for support of OSS operation in a region, contributing to the economic growth of the region. Especially RCC should serve to smooth implementation of Bolkestein directive on services into the practice in EU member states. The Czech case is slightly different from the other partners so the structure of their 'implementation' is different to.

4.1 Existing Legislation Framework

There is no practical application of the Bolkenstein directive in the Region's services sector so far.

4.2 OSS supporting Government initiatives

There is a Government initiative under the Operational programme "Competiveness" of the Ministry of Development which is expected to come into power soon. This is proposing Centres of Business and Technological Progress (KETA) to work as OSS and be funded by the Ministry and the Operational programme.

4.3 Existing best practices and other supporting organisations

As the European Committee has recently demonstrated, the Centres of Business and Technological Progress (KETA), which were funded by the Operational Program "Competitiveness", 2000 – 2006, of the Ministry of Development, constitute a regional network of non-profitable organizations, supporting entrepreneurship at a local level, and are considered as good practices.

The European Committee has chosen among 90 and more programmes of 23 different countries members of the EU that placed their proposals, and selected 27 national programmes which stood out due to their results, their effects, their innovative character and their contribution in the achievement of national development plans.

Between the 27 good practices that were chosen, in the terms of the programme BEST "Support for the internationalization of SME", there are also 13 Centres of Business and Technological Development (KETA) included, that were funded by EPAN (Operational Program "Competitiveness") and function at the capital of every Region (13 Region in Greece), as integrated services, contributing in the briefing, informing and supporting of SME and potential businessmen and also in the endorsement of entrepreneurship and the encouragement of competitiveness. Basically, they do constitute a complete structured network that supports enterprises.

Moreover, KETA are working on the motivation and support of enterprises, which are ready and capable to proceed to exporting activities. KETA's support is focused in common efforts for the promotion of their products and services at the international markets. This activity is implemented via the coordination and collaboration of the Greek Organization of External Trade.

KETA have received the cooperation and support of all the significant contributors, like the ministry of Development, the local authorities, the Chambers of the Country, the professional corporations, the developmental companies, etc, that have financed them or have constituted the authority that established them. The European Committee presented in printed form, the 27 better practices for the support of SME, something that was distributed initially, last June in Slovenia, at the conference of the European map and concerned small enterprises.

The various practices contain nine sectors, focusing on subjects that are valued of high importance for the process of internationalization of the SME:
1. Sensitization
2. Information of high value
3. Development plans regarding human resources
4. Support of the financing needs of internationalisation
5. Promotion of networks
6. Support of the internationalisation of services
7. The internationalisation as a vehicle for the improvement of competitiveness
8. Individualised support
9. Borderlands and cross-border collaboration

The basic criterion for the choice of good practices in each one of the nine sectors, was the ability of each selected program to provide support to the SME, so that they effectively face one or more of the subjects, that each sector valued more. Moreover, the practices should have had continuity and should have been functional and easily conveyed. These practices are available at the list of good practices of the General Management of Enterprises and Industry, at the web address: **http://ec.europa.eu/enterprise/enterprise_policy/charter**

The ministry of Development - Special Secretary for the Competitiveness, has worked out a study in order to determinate the future operation of KETA, aiming to their further empowerment and development to One Stop Shops, through their collaboration with the chambers.
Website:http://ec.europa.eu/enterprise/enterprise_policy/charter/gp/index.cfm?fuseaction=practice.detail&gp_pk=2090

Resources :

1. Business Report of North Aegean 2007, by KETA, for North Aegean (www.keta-ba.gr)
2. Business Programme of Crete and Islands of the Aegean
3. Prefectures of Greece , 2007 (http://www.economics.gr/AllMedia/_gr/nomoi
4. National Statistics Agency of Greece (www.statistics.gr)
5. Exporter Association of Northern Greece (www.seve.gr)
6. Economy Department (www.mnec.gr)
7. Observation Post of Occupation – Inquiring Informatics S.A. (http://www.paep.org.gr/gr)
8. University of North Aegean (www.aegean.gr)
9. Civil Aviation Service (www.ypa.gr)
10. ICAP- Advisory Services (www.icap.gr)
11. North Aegean Region (www.northaegean.gr)
12. Regional Operational Programme of North Aegean (www.pepba.gr)
13. Charter Good Practice On-Line Catalogue, (http://ec.europa.eu/enterprise/enterprise_policy/charter/gp/index.cfm?fuseaction=practice.detail&gp_pk=2090&)

5 Structural Funds Operational Programmes

The only structural operational that can support OSS in the Region is the Operational programme “Competiveness” of the Ministry of Development.

6 Survey

Among ICHNOS activities a questionnaire about the characteristics various regional and European stakeholders of the project consider a OSS and a RCC for OSS should have.

6.1 Questionnaire OSS model

OSS are "single points of access" which assist the entrepreneur in starting-up or modifying their business. There are however different interpretations on how this should be done (which activities), on who should do this and on where this should be done. This questionnaire gathers the opinion of the main stakeholders regarding these questions in various European regions.

1. **Which one/ones of the following functions which regard the assistance to entrepreneurs do you think should be covered by a OSS?**

   a) Information and advice on legal issues.
   b) Management of the constitution/authorization process
   c) Entrepreneur's support: business plan, funding resources...
   d) Create online services for interaction between entrepreneur and PA
   e) **Other: b, c**

In order to offer the functions mentioned above, there are typically two solutions. The first solution allows the entrepreneur to meet all civil servants and other employees of organisms involved in the constitution/authorization process in a **single premise.** In order to make this model sustainable, the number of OSS should be limited.
The second solution is to have **one (local) overall responsible** which is the single point of contact for the entrepreneur and which submits and manages the documentation required for a business constitution/authorizations to the appropriate organisms and manages the overall process.

2. **What should be the size (number of inhabitants) of a territory to have a physical OSS – for smaller administrative units a "virtual" (on-line) OSS could be sufficient**

   a) 200.000
   b) 75.000
   c) **30.000**
   d) 5.000
   e) N/A.

   The replies a or b indicate a preference of the first solution (in this case skip question 3) ; replies c or d indicate a preference for the second solution.

3. **In case there are to be many small OSS, do you consider useful the existence of a <u>Regional Centre of Competences</u> that provides them support?**

   a) **Yes.**
   b) No.
   c) N/A.

   Skip question 4.

4. **In case there are to be only a few large OSS, do you consider useful the existence of a <u>Regional Centre of Competences</u> that provided them support?**

   a) **Yes.**
   b) No.
   c) N/A.

5. **In the case a OSS is to be created in a territory where no OSS exists, what do you think would be more efficient?**

   a) Create a brand new institution.

b) **Use an existing body, expanding its competences.**
c) Other:
d) N/A.

6. In the case you replied on question 5 option b, which one of the following institutions do you consider most suitable?

a) Town council
b) Chamber of Commerce.
c) Economic Promotion Unit.
d) Entrepreneurs Confederation.
e) Department of the Industry Regional Ministry or similar.
f) **Other: KETA (Centre of Business and Technological Development)**
g) N/A.

7. In the case a RCC is to be created in a territory what do you think would be more efficient?

a) Create a brand new institution.
b) **Use an existing body, expanding its competences.**
c) Other:
d) N/A.

8. In the case you replied on question 7 option b, which one of the following institutions do you consider most suitable?

a) Town council
b) **Chamber of Commerce.**
c) Economic Promotion Unit.
d) Entrepreneurs Confederation.
e) Department of the Industry Regional Ministry or similar.
f) N/A.

9. Which of the following functions should be the RCC be in charge of? (*or in the case that you answered negatively on question 4:* Which of the following functions should be the large OSS be in charge of?)

a) Assure that all the required information for an appropriate functioning of OSS is available.
- **Update the legal database.**
- **Update and writing new forms.**
- **Writing explaining guidelines of new acts, procedures…**
- **Having experts in each area solving OSS clerks' doubts.**
- **Update contact points for each single OSS.**

b) Be in charge of the Human Resources management of the OSS.
- **Train and update clerks**
- **Coordinate the human resources flow of the different OSS assuring the smooth functioning.**

c) Create software applications and online services.
d) Promote the OSS among (would-be) entrepreneurs.
e) Solve the doubts that business-supporting organisms have about formalities and procedures and organize training courses for them.
f) Support the constitution of new OSS and promote the cooperation among the existing ones.
g) Sign protocols and agreements of cooperation with third bodies involved in the constitution process.
h) Support the legislators with proposals of legal simplification.

i) Coordinate and identify all business-supporting and advising bodies within their territories.
j) Upkeep and update forms
k) Deployment of workflow software.
l) Others
m) N/A.

10. How do you think a RCC or the large OSS should be funded?

a) Each partner should fund part of the common expenses and assume their staff costs.
b) Each partner should assume their staff costs and the common expenses should be funded by the Central Government.
c) Each partner should assume their staff costs and the common expenses should be funded by the Local Government.
d) The expenses should be assumed by the Local Government(s).
e) The expenses should be assumed by the Regional Government.
f) **The expenses should be assumed by the National Government.**
g) Others:
h) N/A.

11. To which organism the overall manager of a RCC or of a large OSS should belong?

a) National Government.
b) Regional Government
c) **Other: a and b**
d) N/A.

12. Which organisms should be involved in the RCC or in the large OSS?

a) Property Registry and Register of Business Names (Mercantile Central Registry)
b) Notary Association
c) National Government- Public Administration Ministry.
d) **Regional Government.**
e) Local Government.
f) **Chamber of Commerce.**
g) Tax Administration
h) Social Security Administration.
i) Other:
j) N/A.

13. Which different profiles and background do you think the RCC or the large OSS employees should have?

a) Civil servants from national government.
b) Civil servants from regional government.
c) Civil servants from town council.
d) Civil servants from the different public bodies involve: Social Security, Tax Administration...
e) Experts on legal issues.
f) **Experts on technical issues.**
g) Experts on taxation issues.
h) **Background on the private sector: management of SMEs.**
i) Other:
j) N/A.

6.2 Results

The results of the questionnaire will be available soon.