EUROPEAN COMMISSION
Executive Agency for Small and Medium-sized Enterprises (EASME)

Director

GRANT AGREEMENT

NUMBER 951043 — EU ECO-TANDEM

This **Agreement** (‘the Agreement’) is **between** the following parties:

on the one part,

the **Executive Agency for Small and Medium-sized Enterprises (EASME)** ('the Agency'), under the powers delegated by the European Commission ('the Commission'), represented for the purposes of signature of this Agreement by Luisa PRISTA, Director, or his/her duly authorised representative

and

on the other part,

1. ‘the coordinator’:

X23 SRL (X23), established in PIAZZALE VITTORIO VENETO 22, STRADELLA 27049, Italy, VAT number: IT11372301009, [redacted]

and the following other beneficiaries, if they sign their ‘Accession Form’ (see Annex 3 and Article 40):

2. **SOCIALFARE IMPRESA SOCIALE SRL (SF)**, established in VIA ALESSANDRO MANZONI 15, TORINO 10122, Italy, VAT number: IT10959210013,

3. **ENIT - Agenzia Nazionale del Turismo (ENIT)**, established in VIA MARGHERA 2, ROMA RM 00185, Italy, VAT number: IT01008391003,

4. **ITALIENISCHE HANDELSKAMMER FUR DEUTSCHLAND (ITKAM)**, established in CORNELIUSSTRASSE 18, FRANKFURT AM MAIN 60325, Germany, VAT number: DE114108949,

5. **HHL GEMEINNUTZIGE GMBH (HHL)**, established in JAHNALLEE 59, LEIPZIG 04109, Germany, VAT number: DE154003010,

6. **SLOVAK BUSINESS AGENCY (SBA)**, established in KARADZICOVA 7773/2, BRATISLAVA - STARE MESTO 811 09, Slovakia, VAT number: SK2020869279,

7. **UNIVERSITAET GRAZ (UNI GRAZ)**, established in UNIVERSITATSPLATZ 3, GRAZ 8010, Austria, VAT number: ATU57511277,

EASME MGA — Multi: v4

8. **ARGE ABFALLVERMEIDUNG, RESSOURCENSCHONUNG UND NACHHALTIGE ENTWICKLUNG GMBH (ARGE)**, established in PUCHSTRASSE 41, Graz 8020, Austria, VAT number: ATU61386967,

9. **GREEN EVOLUTION ANONYMI ETAIREIA YPIRESION PERIVALLONTOS-ENERGEIAS-OIKONOMIAS ANTHRAKA (GE)**, established in 20 KARNEADOU STR, ILIOUPOLI ATHINA 163 46, Greece, VAT number: EL998184536,

Unless otherwise specified, references to 'beneficiary' or 'beneficiaries' include the coordinator.

The parties referred to above have agreed to enter into the Agreement under the terms and conditions below.

By signing the Agreement or the Accession Form, the beneficiaries accept the grant and agree to implement it under their own responsibility and in accordance with the Agreement, with all the obligations and conditions it sets out.

The Agreement is composed of:

Terms and Conditions

Annex 1 Description of the action

Annex 2 Estimated budget for the action

Annex 2a Additional information on the estimated budget

Annex 3 Accession Forms

Annex 4 Model for the financial statements

Annex 5 Model for the certificate on the financial statements

TERMS AND CONDITIONS

TABLE OF CONTENTS

CHAPTER 1 GENERAL

ARTICLE 1 — SUBJECT OF THE AGREEMENT

This Agreement sets out the rights and obligations and the terms and conditions applicable to the grant awarded to the beneficiaries for implementing the action set out in Chapter 2.

CHAPTER 2 ACTION

ARTICLE 2 — ACTION TO BE IMPLEMENTED

The grant is awarded for the action entitled '**EU ECO-TANDEM PROGRAMME — EU ECO-TANDEM**' **('action')**, as described in Annex 1.

ARTICLE 3 — DURATION AND STARTING DATE OF THE ACTION

The duration of the action will be **36 months** as of 15/07/2020 ('**starting date of the action**').

ARTICLE 4 — ESTIMATED BUDGET AND BUDGET TRANSFERS

4.1 Estimated budget

The '**estimated budget**' for the action is set out in Annex 2.

It contains the estimated eligible costs and the forms of costs, broken down by beneficiary and budget category (see Articles 5, 6).

4.2 Budget transfers

The estimated budget breakdown indicated in Annex 2 may be adjusted — without an amendment (see Article 39) — by transfers of amounts between beneficiaries, budget categories and/or forms of costs set out in Annex 2, if the action is implemented as described in Annex 1.

However, the beneficiaries may not add costs relating to subcontracts not provided for in Annex 1, unless such additional subcontracts are approved by an amendment or in accordance with Article 10.

CHAPTER 3 GRANT

ARTICLE 5 — GRANT AMOUNT, FORM OF GRANT, REIMBURSEMENT RATE AND FORMS OF COSTS

5.1 Maximum grant amount

The '**maximum grant amount**' is **EUR 999 217.96** (nine hundred and ninety nine thousand two hundred and seventeen EURO and ninety six eurocents).

5.2 Form of grant, reimbursement rate and forms of costs

The grant reimburses **75%** of the action's eligible costs ('**reimbursement of eligible costs grant**'; see Article 6 and Annex 2).

The estimated eligible costs of the action are EUR **1 332 290.60** (one million three hundred and thirty two thousand two hundred and ninety EURO and sixty eurocents).

Eligible costs (see Article 6) must be declared under the following forms ('**cost forms**'):

(a) for direct **personnel costs**: as actually incurred costs ('**actual costs**')

Personnel **costs for SME owners** or **beneficiaries that are natural persons** not receiving a salary (see Article 6.2, Points A.3 and A.4) must be declared on the basis of the amount per unit set out in Annex 2a ('**unit costs**');

(b) for direct **costs for subcontracting**: as actually incurred costs (**actual costs**);

(c) for **direct costs of providing financial support to third parties**: as actually incurred costs (**actual costs**)

(d) for **other direct costs**: as actually incurred costs (**actual costs**);

(e) for **indirect costs**: on the basis of a flat-rate applied as set out in Article 6.2.Point E ('**flat-rate costs**');

5.3 Final grant amount — Calculation

The '**final grant amount**' depends on the actual extent to which the action is implemented in accordance with the Agreement's terms and conditions.

This amount is calculated by the Agency — when the payment of the balance is made — in the following steps:

Step 1 – Application of the reimbursement rate to the eligible costs

Step 2 – Limit to the maximum grant amount

Step 3 – Reduction due to the no-profit rule

Step 4 – Reduction due to substantial errors, irregularities or fraud or serious breach of obligations

5.3.1 Step 1 — Application of the reimbursement rate to the eligible costs

The reimbursement rate (see Article 5.2) is applied to the eligible costs (actual costs, unit costs and flat-rate costs; see Article 6) declared by the beneficiaries (see Article 15) and approved by the Agency (see Article 16).

5.3.2 Step 2 — Limit to the maximum grant amount

If the amount obtained following Step 1 is higher than the maximum grant amount set out in Article 5.1, it will be limited to the latter.

5.3.3 Step 3 — Reduction due to the no-profit rule

The grant must not produce a profit.

'**Profit**' means the surplus of the amount obtained following Steps 1 and 2 plus the action's total receipts, over the action's total eligible costs.

The '**action's total eligible costs**' are the consolidated total eligible costs approved by the Agency.

The '**action's total receipts**' are the consolidated total receipts generated during its duration (see Article 3).

The following are considered **receipts**:

(a) income generated by the action;

(b) financial contributions given by third parties to the beneficiary, specifically to be used for costs that are eligible under the action.

The following are however **not** considered receipts:

(a) financial contributions by third parties, if they may be used to cover costs other than the eligible costs (see Article 6);

(b) financial contributions by third parties with no obligation to repay any amount unused at the end of the period set out in Article 3.

If there is a profit, it will be deducted in proportion to the final rate of reimbursement of the eligible actual costs approved by the Commission (as compared to the amount calculated following Steps 1 and 2).

5.3.4 Step 4 — Reduction due to substantial errors, irregularities or fraud or serious breach of obligations

If the grant is reduced (see Article 27), the Agency will calculate the reduced grant amount by deducting the amount of the reduction (calculated in proportion to the seriousness of the errors, irregularities or fraud or breach of obligations, in accordance with Article 27.2) from the maximum grant amount set out in Article 5.1.

The final grant amount will be the lower of the following two:

- the amount obtained following Steps 1 to 3 or
- the reduced grant amount following Step 4.

5.4 Revised final grant amount — Calculation

If — after the payment of the balance (in particular, after checks, reviews, audits or investigations; see Article 17) — the Agency rejects costs (see Article 26) or reduces the grant (see Article 27), it will calculate the '**revised final grant amount**' for the action or for the beneficiary concerned.

This amount is calculated by the Agency on the basis of the findings, as follows:

- in case of **rejection of costs**: by applying the reimbursement rate to the *revised* eligible costs approved by the Agency for the beneficiary concerned;

- in case of **reduction of the grant**: by deducting the amount of the reduction (calculated in proportion to the seriousness of the errors, irregularities or fraud or breach of obligations, in accordance with Article 27.2) from the maximum grant amount for the action or for the beneficiary concerned (see Article 5.1 and Annex 2).

In case of **rejection of costs and reduction of the grant**, the revised final grant amount will be the lower of the two amounts above.

ARTICLE 6 — ELIGIBLE AND INELIGIBLE COSTS

6.1 General conditions for costs to be eligible

'**Eligible costs**' are costs that meet the following criteria:

(a) for **actual costs**:

(i) they must be actually incurred by the beneficiary;

(ii) they must be incurred in the period set out in Article 3, with the exception of costs relating to the submission of the periodic report for the last reporting period and the final report (see Article 15);

(iii) they must be indicated in the estimated budget set out in Annex 2;

(iv) they must be incurred in connection with the action as described in Annex 1 and necessary for its implementation;

(v) they must be identifiable and verifiable, in particular recorded in the beneficiary's accounts in accordance with the accounting standards applicable in the country where the beneficiary is established and with the beneficiary's usual cost accounting practices;

(vi) they must comply with the applicable national law on taxes, labour and social security, and

(vii) they must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency;

(b) for **unit costs**:

(i) they must be calculated as follows:

{amounts per unit set out in Annex 2a

multiplied by

the number of actual units};

(ii) the number of actual units must comply with the following conditions:

- the units must be actually used or produced in the period set out in Article 3;
- the units must be necessary for implementing the action or produced by it, and
- the number of units must be identifiable and verifiable, in particular supported by records and documentation (see Article 13);

(c) for **flat-rate costs**:

(i) they must be calculated by applying the flat-rate set out in Annex 2, and

(ii) the costs (actual costs or unit costs to which the flat-rate is applied must comply with the conditions for eligibility set out in this Article;

(d) for **lump sum costs**: not applicable.

6.2 Specific conditions for costs to be eligible

Costs are eligible if they comply with the general conditions (see above) and the specific conditions set out below, for each of the following budget categories:

A. direct personnel costs;
B. direct costs of subcontracting;
C. direct costs of providing financial support to third parties;
D. other direct costs;
E. indirect costs.

'Direct costs' are costs that are directly linked to the action implementation and can therefore be attributed to it directly. They must not include any indirect costs (see Point E below).

'Indirect costs' are costs that are not directly linked to the action implementation and therefore cannot be attributed directly to it.

A. Direct personnel costs

<u>**Types of eligible personnel costs**</u>

A.1 Personnel costs are eligible if they are related to personnel working for the beneficiary under an employment contract (or equivalent appointing act) and assigned to the action ('**costs for employees (or equivalent)**'). They must be limited to salaries, social security contributions, taxes and other costs included in the **remuneration**, if they arise from national law or the employment contract (or equivalent appointing act).

They may also include **additional remuneration** for personnel assigned to the action (including payments on the basis of supplementary contracts regardless of their nature), if:

(a) it is part of the beneficiary's usual remuneration practices and is paid in a consistent manner whenever the same kind of work or expertise is required;

(b) the criteria used to calculate the supplementary payments are objective and generally applied by the beneficiary, regardless of the source of funding used.

A.2 The **costs for natural persons working under a direct contract** with the beneficiary other than an employment contract or **seconded by a third party against payment** are eligible personnel costs, if:

(a) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed);

(b) the result of the work carried out belongs to the beneficiary (unless agreed otherwise), and

(c) the costs are not significantly different from those for personnel performing similar tasks under an employment contract with the beneficiary.

A.3 **Costs of owners** of beneficiaries that are small and medium-sized enterprises ('**SME owners**'), who are working on the action and who do not receive a salary are eligible personnel costs, if they correspond to the amount per unit set out in Annex 2a multiplied by the number of actual hours worked on the action.

A.4 **Costs of 'beneficiaries that are natural persons'** not receiving a salary are eligible personnel costs, if they correspond to the amount per unit set out in Annex 2a multiplied by the number of actual hours worked on the action.

Calculation

Personnel costs must be calculated by the beneficiaries as follows:

(a) for personnel costs declared as **actual costs** (i.e. budget categories A.1 and A.2):

- for persons **working exclusively on the action**:

  {monthly rate for the person

  multiplied by

  number of actual months worked on the action}

  The months declared for these persons may not be declared for any other EU grant.

  The '**monthly rate**' is calculated as follows:

  {annual personnel costs for the person

  divided by

  12}

  using the personnel costs for each full financial year covered by the reporting period concerned. If a financial year is not closed at the end of the reporting period, the beneficiaries must use the monthly rate of the last closed financial year available.

- for persons **working part-time on the action**:

  {daily rate for the person

  multiplied by

  number of actual days worked on the action (rounded up or down to the nearest half-day)}

  The number of actual hours declared for a person must be identifiable and verifiable (see Article 13).

  The total number of hours declared in EU grants, for a person for a year, cannot be higher than the annual productive hours used for the calculations of the hourly rate. Therefore, the maximum number of hours that can be declared for the grant are:

{number of annual productive hours for the year (see below)

minus

total number of hours declared by the beneficiary, for that person for that year, for other EU grants}.

The '**daily rate**' is calculated as follows:

{annual personnel costs for the person

divided by

number of individual annual productive days}.

using the personnel costs and the number of annual productive days for each full financial year covered by the reporting period concerned. If a financial year is not closed at the end of the reporting period, the beneficiaries must use the daily rate of the last closed financial year available.

The 'number of individual annual productive days' is the total actual days worked by the person in the year. It may not include holidays and other absences (such as sick leave, maternity leave, special leave, etc). However, it may include overtime and time spent in meetings, trainings and other similar activities.

The Agency may accept other calculation methods (such as, for instance, hourly rates, daily rates calculated with annual personnel costs and 215 *fixed* annual productive days or a pro-rata apportionment of the monthly salary costs), if it considers that they reflect the actual costs incurred, in a fair, objective, realistic way and if there are sufficient records to support these costs (see Article 13).

(b) for personnel costs of SME owners or beneficiaries that are natural persons without a salary declared on the basis of **unit costs** (i.e. budget categories A.3 and A.4):

{hourly rate

multiplied by

number of actual hours worked on the action},

The number of actual hours declared for a person must be identifiable and verifiable (see Article 13).

The total number of hours declared in EU grants, for a person for a year, cannot be higher than the annual productive hours used for the calculations of the hourly rate. Therefore, the maximum number of hours that can be declared for the grant are:

{number of annual productive hours for the year (see below)

minus

total number of hours declared by the beneficiary, for that person for that year, for other EU grants}.

The hourly rate is the rate set out in Annex 2a (see Points A.3 and A.4 above).

B. Direct costs of subcontracting (including related duties, taxes and charges, such as non-deductible value added tax (VAT) paid by beneficiaries that are not public bodies acting as public authority) are eligible if the conditions in Article 10.1.1 are met.

C. Direct costs of providing financial support to third parties

C.1 **Direct costs of providing financial support** are eligible if the conditions set out in Article 11a.1.1 are met.

D. Other direct costs

D.1 **Travel costs and related subsistence allowances** (including related duties, taxes and charges, such as non-deductible value added tax (VAT) paid by beneficiaries that are not public bodies acting as public authority) are eligible if they are in line with the beneficiary's usual practices on travel.

D.2 The **depreciation costs of equipment, infrastructure or other assets** (new or second-hand) as recorded in the beneficiary's accounts are eligible, if they were purchased in accordance with Article 9.1.1 and written off in accordance with international accounting standards and the beneficiary's usual accounting practices.

The **costs of renting or leasing** equipment, infrastructure or other assets (including related duties, taxes and charges, such as non-deductible value added tax (VAT) paid by beneficiaries that are not public bodies acting as public authority) are also eligible, if they do not exceed the depreciation costs of similar equipment, infrastructure or assets and do not include any financing fees.

The only portion of the costs that will be taken into account is that which corresponds to the duration of the action and rate of actual use for the purposes of the action.

D.3 **Costs of other goods and services** (including related duties, taxes and charges, such as non-deductible value added tax (VAT) paid by beneficiaries that are not public bodies acting as public authority) are eligible, if they are purchased specifically for the action and in accordance with Article 9.1.1.

Such goods and services include, for instance, consumables and supplies, dissemination, protection of results, certificates on the financial statements (if they are required by the Agreement), translations and publications.

E. Indirect costs

Indirect costs are eligible if they are declared on the basis of the flat-rate of 7% of the eligible direct costs (see Article 5.2 and Points A, B and D above).

Beneficiaries receiving an EU operating grant[1] cannot declare indirect costs for the period covered

[1] For the definition, see Article 121(1)(b) of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom) No 1605/2002 (OJ L 218, 26.10.2012, p.1) ('**Financial Regulation No 966/2012**'): '**operating grant**' means direct financial contribution, by way of donation, from the budget in order to finance the functioning of a body which pursues an aim of general EU interest or has an objective forming part of and supporting an EU policy.

by the operating grant, unless they can demonstrate that the operating grant does not cover any costs of the specific action.

6.3 Conditions for costs of linked parties to be eligible

Not applicable

6.4 Ineligible costs

'**Ineligible costs**' are:

(a) costs that do not comply with the conditions set out above (Article 6.1 to 6.3), in particular:

- (i) costs related to return on capital;
- (ii) debt and debt service charges;
- (iii) provisions for future losses or debts;
- (iv) interest owed;
- (v) doubtful debts;
- (vi) currency exchange losses;
- (vii) bank costs charged by the beneficiary's bank for transfers from the Agency;
- (viii) excessive or reckless expenditure;
- (ix) deductible VAT;
- (x) costs incurred during suspension of the implementation of the action (see Article 33);
- (xi) in-kind contributions provided by third parties;

(b) costs declared under another EU grant (including grants awarded by a Member State and financed by the EU budget and grants awarded by bodies other than the Agency for the purpose of implementing the EU budget); in particular, indirect costs if the beneficiary is already receiving an EU operating grant in the same period, unless they can demonstrate that the operating grant does not cover any costs of the action;

(c) costs for staff of a national (or regional/local) administration, for activities that are part of the administration's normal activities (i.e. not undertaken only because of the grant);

(d) costs (especially travel and subsistence costs) for staff or representatives of EU institutions, bodies or agencies.

6.5 Consequences of declaration of ineligible costs

Declared costs that are ineligible will be rejected (see Article 26).

This may also lead to any of the other measures described in Chapter 6.

CHAPTER 4 RIGHTS AND OBLIGATIONS OF THE PARTIES

SECTION 1 RIGHTS AND OBLIGATIONS RELATED TO IMPLEMENTING THE ACTION

ARTICLE 7 — GENERAL OBLIGATION TO PROPERLY IMPLEMENT THE ACTION

7.1 General obligation to properly implement the action

The beneficiaries must implement the action as described in Annex 1 and in compliance with the provisions of the Agreement and all legal obligations under applicable EU, international and national law.

7.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 8 — RESOURCES TO IMPLEMENT THE ACTION — THIRD PARTY INVOLVED IN THE ACTION

The beneficiaries must have the appropriate resources to implement the action.

If it is necessary to implement the action, the beneficiaries may:

- purchase goods, works and services (see Article 9);
- call upon subcontractors to implement action tasks described in Annex 1 (see Article 10);
- call upon linked third parties to implement action tasks described in Annex 1 (see Article 11).

In these cases, the beneficiaries retain sole responsibility towards the Agency and the other beneficiaries for implementing the action.

ARTICLE 8a — IMPLEMENTATION OF ACTION TASKS BY BENEFICIARIES NOT RECEIVING FUNDING

Not applicable

ARTICLE 9 — PURCHASE OF GOODS, WORKS OR SERVICES

9.1 Rules for purchasing goods, works or services

9.1.1 If necessary to implement the action, the beneficiaries may purchase goods, works or services.

The beneficiaries must make such purchases ensuring the best value for money or, if appropriate, the lowest price. In doing so, they must avoid any conflict of interests (see Article 20).

The beneficiaries must ensure that the Agency, the Commission, the European Court of Auditors

(ECA) and the European Anti-Fraud Office (OLAF) can exercise their rights under Articles 17 and 18 also towards their contractors.

9.1.2 Beneficiaries that are 'contracting authorities' within the meaning of Directive 2004/18/EC[2] (or 2014/24/EU[3]) or 'contracting entities' within the meaning of Directive 2004/17/EC[4] (or 2014/25/EU[5]) must comply with the applicable national law on public procurement.

9.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under Article 9.1.1, the costs related to the contract concerned will be ineligible (see Article 6) and will be rejected (see Article 26).

If a beneficiary breaches any of its obligations under Article 9.1.2, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 10 — IMPLEMENTATION OF ACTION TASKS BY SUBCONTRACTORS

10.1 Rules for subcontracting action tasks

10.1.1 If necessary to implement the action, the beneficiaries may award subcontracts covering the implementation of certain action tasks described in Annex 1.

Subcontracting may cover only a limited part of the action.

The beneficiaries must award the subcontracts ensuring the best value for money or, if appropriate, the lowest price. In doing so, they must avoid any conflict of interests (see Article 20).

The tasks to be implemented and the estimated cost for each subcontract must be set out in Annex 1 and the total estimated costs of subcontracting per beneficiary must be set out in Annex 2. The Agency may however approve subcontracts not set out in Annex 1 and 2 without amendment (see Article 39), if:

- they are specifically justified in the periodic technical report and
- they do not entail changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

The beneficiaries must ensure that the Agency, the Commission, the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF) can exercise their rights under Articles 17 and 18 also towards their subcontractors.

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[2] Directive 2004/18/EC of the European Parliament and of the Council of 31 March 2004 on the coordination of procedures for the award of public work contracts, public supply contracts and public service contracts (OJ L 134, 30.04.2004, p. 114).

[3] Directive 2014/24/EU of the European Parliament and of the Council of 26 February 2014 on public procurement and repealing Directive 2004/18/EC (OJ L 94, 28.3.2014, p. 65).

[4] Directive 2004/17/EC of the European Parliament and of the Council of 31 March 2004 coordinating the procurement procedures of entities operating in the water, energy, transport and postal services sectors (OJ L 134, 30.04.2004, p. 1).

[5] Directive 2014/25/EU of the European Parliament and of the Council of 26 February 2014 on procurement by entities operating in the water, energy, transport and postal services sectors and repealing Directive 2004/17/EC (OJ L 94, 28.3.2014, p. 243).

10.1.2 The beneficiaries must ensure that their obligations under Articles 20, 21, 22 and 30 also apply to the subcontractors.

Beneficiaries that are 'contracting authorities' within the meaning of Directive 2004/18/EC (or 2014/24/EU) or 'contracting entities' within the meaning of Directive 2004/17/EC (or 2014/25/EU) must comply with the applicable national law on public procurement.

10.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under Article 10.1.1, the costs related to the subcontract concerned will be ineligible (see Article 6) and will be rejected (see Article 26).

If a beneficiary breaches any of its obligations under Article 10.1.2, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 11 — IMPLEMENTATION OF ACTION TASKS BY LINKED THIRD PARTIES

Not applicable

ARTICLE 11a — FINANCIAL SUPPORT TO THIRD PARTIES

11a.1 Rules for providing financial support to third parties

11a.1.1 The beneficiaries must provide financial support in accordance with the conditions set out in Annex 1.

At a minimum, these conditions must include:

(a) the maximum amount of financial support for each third party.

The maximum amount may not exceed EUR 6 600 for each third party, unless it is necessary to achieve the objectives of the action as described in Annex 1;

(b) the criteria for calculating the exact amount of the financial support;

(c) the different types of activity that qualify for financial support, on the basis of a closed list;

(d) the persons or categories of persons that may receive financial support, and

(e) the criteria for giving financial support.

The beneficiaries must ensure that the Commission, the Agency, the European Court of Auditors (ECA) and the European Anti-Fraud Office (OLAF) can exercise their rights under Articles 17 and 18 also towards the third parties receiving financial support.

11a.1.2 The beneficiaries must ensure that their obligations under Articles 20, 21, 22 and 30 also apply to the third parties receiving financial support.

11a.2 Financial support in the form of prizes

Not applicable

11a.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under Articles 11a.1.1 or 11a.2.1, the costs related to the financial support or prize will be ineligible (see Article 6) and will be rejected (see Article 26).

If a beneficiary breaches any of its obligations under Articles 11a.1.2 or 11a.2.2, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

SECTION 2 RIGHTS AND OBLIGATIONS RELATED TO THE GRANT ADMINISTRATION

ARTICLE 12 — GENERAL OBLIGATION TO INFORM

12.1 General obligation to provide information upon request

The beneficiaries must provide — during implementation of the action or afterwards and in accordance with Article 25.2 — any information requested in order to verify eligibility of the costs, proper implementation of the action and compliance with the other obligations under the Agreement.

12.2 Obligation to keep information up to date and to inform about events and circumstances likely to affect the Agreement

Each beneficiary must keep information stored in the Participant Portal Beneficiary Register (via the electronic exchange system; see Article 36) up to date, in particular, its name, address, legal representatives, legal form and organisation type.

Each beneficiary must immediately inform the coordinator — which must immediately inform the Agency and the other beneficiaries — of any of the following:

(a) **events** which are likely to affect significantly or delay the implementation of the action or the EU financial interests, in particular:

   (i) changes in its legal, financial, technical, organisational or ownership situation

(b) **circumstances** affecting:

   (i) the decision to award the grant or

   (ii) compliance with requirements under the Agreement.

12.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 13 — KEEPING RECORDS — SUPPORTING DOCUMENTATION

13.1 Obligation to keep records and other supporting documentation

The beneficiaries must — for a period of **five years after the payment of the balance** — keep records and other supporting documentation in order to prove the proper implementation of the action and the costs they declare as eligible.

They must make them available upon request (see Article 12) or in the context of checks, reviews, audits or investigations (see Article 17).

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings; see Articles 17), the beneficiaries must keep the records and other supporting documentation until the end of these procedures.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law. The Agency may accept non-original documents if they considers that they offer a comparable level of assurance.

13.1.1 Records and other supporting documentation on the technical implementation

The beneficiaries must keep records and other supporting documentation on the technical implementation of the action, in line with the accepted standards in the respective field.

13.1.2 Records and other documentation to support the costs declared

The beneficiaries must keep the records and documentation supporting the costs declared, in particular the following:

(a) for **actual costs**: adequate records and other supporting documentation to prove the costs declared, such as contracts, subcontracts, invoices and accounting records. In addition, the beneficiaries' usual cost accounting practices and internal control procedures must enable direct reconciliation between the amounts declared, the amounts recorded in their accounts and the amounts stated in the supporting documentation;

(b) for **unit costs**: adequate records and other supporting documentation to prove the number of units declared. Beneficiaries do not need to identify the actual eligible costs covered or to keep or provide supporting documentation (such as accounting statements) to prove the amount per unit;

(c) for **flat-rate costs**: adequate records and other supporting documentation to prove the eligibility of the costs to which the flat-rate is applied. The beneficiaries do not need to identify the costs covered or provide supporting documentation (such as accounting statements) to prove the amount declared at a flat-rate;

(d) for **lump sum costs**: not applicable.

In addition, for **personnel costs** (declared as actual or unit costs), the beneficiaries must keep **time records** for the number of days/hours declared. The time records must be in writing and approved by the persons working on the action and their supervisors, at least monthly. In the absence of reliable time records of the days/hours worked on the action, the Agency may accept alternative evidence supporting the number of days/hours declared, if it considers that it offers an adequate level of assurance.

As an exception, for **persons working exclusively on the action**, there is no need to keep time records, if the beneficiary signs a **declaration** confirming that the persons concerned have worked exclusively on the action.

13.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, costs insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 26), and the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 14 — SUBMISSION OF DELIVERABLES

14.1 Obligation to submit deliverables

The coordinator must submit:

- the following '**progress report(s)**':

  - a first progress report in month 13 covering the period from month 1 to month 12, not linked to a request for payment (reporting, among others, on tourism SMEs selected for the support mechanism);

- the '**deliverables**' identified in Annex 1, in accordance with the timing and conditions set out in it.

14.2 Consequences of non-compliance

If the coordinator breaches any of its obligations under this Article, the Agency may apply any of the measures described in Chapter 6.

ARTICLE 15 — REPORTING — PAYMENT REQUESTS

15.1 Obligation to submit reports

The coordinator must submit to the Agency (see Article 36) the technical and financial reports set out in this Article. These reports include the request(s) for payment and must be drawn up using the forms and templates provided in the electronic exchange system (see Article 36).

15.2 Reporting periods

The action is divided into the following '**reporting periods**':

- RP1: from month 1 to month 24
- RP2: from month 25 to month 36

15.2a Request(s) for further pre-financing payment(s)

Not applicable

15.3 Periodic reports — Requests for interim payments

The coordinator must submit a periodic report within 60 days following the end of each reporting period.

The **periodic report** must include the following:

(a) a ‘**periodic technical report**’ containing:

(i) an **explanation of the work carried out** by the beneficiaries;

(ii) an **overview of the progress** towards the objectives of the action, including milestones and deliverables identified in Annex 1.

This report must include explanations justifying the differences between work expected to be carried out in accordance with Annex 1 and that actually carried out;

(iii) summary for publication by the Agency;

(iv) answers to the ‘**questionnaire**’: answers to the questions covering issues related to the action implementation and its impact;

(b) a ‘**periodic financial report**’ containing:

(i) an ‘**individual financial statement**’ (see Annex 4) from each beneficiary , for the reporting period concerned.

The individual financial statement must detail the eligible costs (actual costs, unit costs and flat-rate costs; see Article 6) for each budget category (see Annex 2).

The beneficiaries must declare all eligible costs, even if — for actual costs, unit costs and flat-rate costs — they exceed the amounts indicated in the estimated budget (see Annex 2). Amounts which are not declared in the individual financial statement will not be taken into account by the Agency.

If an individual financial statement is not submitted for a reporting period, it may be included in the periodic financial report for the next reporting period.

The individual financial statement(s) of the last reporting period must also detail the **receipts of the action** (see Article 5.3.3).

Each beneficiary must **certify** that:

- the information provided is full, reliable and true;
- the costs declared are eligible (see Article 6);
- the costs can be substantiated by adequate records and supporting documentation (see Article 13) that will be produced upon request (see Article 12) or in the context of checks, reviews, audits and investigations (see Article 17), and

- for the last reporting period: that all the receipts have been declared (see Article 5.3.3);

(ii) an **explanation of the use of resources** and the information on subcontracting (see Article 10) from each beneficiary, for the reporting period concerned;

(iii) not applicable;

(iv) a '**periodic summary financial statement**', created automatically by the electronic exchange system, consolidating the individual financial statements for the reporting period concerned and including — except for the last reporting period — the **request for interim payment**;

(v) a '**certificate on the financial statements**' (drawn up in accordance with Annex 5) for each beneficiary, if:

- the (cumulative) amount it requests as reimbursement of actual costs (and for which no certificate has yet been submitted) is EUR 325 000 or more and
- the maximum grant amount indicated, for that beneficiary, in the estimated budget (see Annex 2) as reimbursement of actual costs is EUR 750 000 or more.

15.4 Final report — Request for payment of the balance

In addition to the periodic report for the last reporting period, the coordinator must submit the final report within 60 days following the end of the last reporting period.

The **final report** must include the following:

(a) a '**final technical report**' with a **summary** for publication containing:

(i) an overview of the results and their dissemination;

(ii) the conclusions on the action;

(iii) impact of the action: not applicable;

(b) a '**final financial report**' containing the '**final summary financial statement**', created automatically by the electronic exchange system, consolidating the individual financial statement(s) for all reporting periods and including the **request for payment of the balance**.

15.5 Information on cumulative expenditure incurred

Not applicable

15.6 Currency for financial statements and conversion into euro

Financial statements must be drafted in euro.

Beneficiaries with accounting established in a currency other than the euro, must convert the costs recorded in their accounts into euro at the average of the daily euro exchange rates published in the

C series of the *Official Journal of the European Union*, calculated over the corresponding reporting period.

If no daily euro exchange rate is published in the *Official Journal of the European Union* for the currency in question, they must be converted at the average of the monthly accounting exchange rates published on the Commission's website calculated over the corresponding reporting period.

Beneficiaries with accounting established in euro, must convert costs incurred in another currency into euro according to their usual accounting practices.

15.7 Language of reports

All reports (including financial statements) must be submitted in the language of the Agreement.

15.8 Consequences of non-compliance

If the reports submitted do not comply with this Article, the Agency may suspend the payment deadline (see Article 31) and apply any of the other measures described in Chapter 6.

If the coordinator breaches its obligation to submit the reports and if it fails to comply with this obligation within 30 days following a written reminder, the Agency may terminate the Agreement (see Article 34) or apply any of the other measures described in Chapter 6.

ARTICLE 16 — PAYMENTS AND PAYMENT ARRANGEMENTS

16.1 Payments to be made

The following payments will be made to the coordinator:

- one first **pre-financing payment**;
- one or more **interim payments**, on the basis of the request(s) for interim payment (see Article 15), and
- one **payment of the balance**, on the basis of the request for payment of the balance (see Article 15).

16.2 Pre-financing payment(s) — Amount

The aim of the pre-financing is to provide the beneficiaries with a float.

It remains the property of the EU until the payment of the balance.

The amount of the pre-financing payment will be EUR **499 608.98** (four hundred and ninety nine thousand six hundred and eight EURO and ninety eight eurocents).

The Agency will — except if Article 32 applies — make the pre-financing payment to the coordinator within 30 days, either from entry into force of the Agreement (see Article 42) or from 10 days before the starting date of the action (see Article 3), whichever is the latest.

16.3 Interim payments — Amount — Calculation

Interim payments reimburse the eligible costs incurred for the implementation of the action during the corresponding reporting periods.

The Agency will pay to the coordinator the amount due as interim payment within 90 days from receiving the periodic report (see Article 15.3), except if Articles 31 or 32 apply.

Payment is subject to the approval of the periodic report. Its approval does not imply recognition of compliance, authenticity, completeness or correctness of its content.

The **amount due as interim payment** is calculated by the Agency in the following steps:

Step 1 – Application of the reimbursement rate

Step 2 – Limit to 90% of the maximum grant amount

16.3.1 Step 1 — Application of the reimbursement rate

The reimbursement rate (see Article 5.2) is applied to the eligible costs (actual costs, unit costs and flat-rate costs; see Article 6) declared by the beneficiaries (see Article 15) and approved by the Agency (see above) for the concerned reporting period.

16.3.2 Step 2 — Limit to 90% of the maximum grant amount

The total amount of pre-financing and interim payments must not exceed 90% of the maximum grant amount set out in Article 5.1. The maximum amount for the interim payment will be calculated as follows:

{90% of the maximum grant amount (see Article 5.1)

minus

{pre-financing and previous interim payments}}.

16.4 Payment of the balance — Amount — Calculation

The payment of the balance reimburses the remaining part of the eligible costs incurred by the beneficiaries for the implementation of the action.

If the total amount of earlier payments is greater than the final grant amount (see Article 5.3), the payment of the balance takes the form of a recovery (see Article 28).

If the total amount of earlier payments is lower than the final grant amount, the Agency will pay the balance within 90 days from receiving the final report (see Article 15.4), except if Articles 31 or 32 apply.

Payment is subject to the approval of the final report. Its approval does not imply recognition of compliance, authenticity, completeness or correctness of its content.

The **amount due as the balance** is calculated by the Agency by deducting the total amount of pre-financing and interim payments (if any) already made, from the final grant amount determined in accordance with Article 5.3:

{final grant amount (see Article 5.3)

minus

{pre-financing and interim payments (if any) made}}.

If the balance is positive, it will be paid to the coordinator.

The amount to be paid may however be offset — without the beneficiaries' consent — against any other amounts owed by a beneficiary to theto the Agency, the Commission or another executive agency (under the EU budget), up to the maximum grant amount indicated, for that beneficiary, in the estimated budget (see Annex 2).

If the balance is negative, it will be recovered from the coordinator (see Article 28).

16.5 Notification of amounts due

When making payments, the Agency will formally notify to the coordinator the amount due, specifying that it concerns an interim payment or the payment of the balance.

For the payment of the balance, the notification will also specify the final grant amount.

In the case of reduction of the grant or recovery of undue amounts, the notification will be preceded by the contradictory procedure set out in Articles 27 and 28.

16.6 Currency for payments

The Agency will make all payments in euro.

16.7 Payments to the coordinator — Distribution to the beneficiaries

Payments will be made to the coordinator.

Payments to the coordinator will discharge the Agency from its payment obligation.

The coordinator must distribute the payments between the beneficiaries without unjustified delay.

Pre-financing may however be distributed only:

(a) if 90% of the beneficiaries have acceded to the Agreement (see Article 40) and

(b) to beneficiaries that have acceded to the Agreement (see Article 40).

16.8 Bank account for payments

All payments will be made to the following bank account:

Name of bank: BANCA DEL FUCINO
Full name of the account holder: X23 SRL
Full account number (including bank codes):
IBAN code: IT80E0312403207000000230530

16.9 Costs of payment transfers

The cost of the payment transfers is borne as follows:

- the Agency bears the cost of transfers charged by its bank;
- the beneficiary bears the cost of transfers charged by its bank;
- the party causing a repetition of a transfer bears all costs of the repeated transfer.

16.10 Date of payment

Payments by the Agency are considered to have been carried out on the date when they are debited to its account.

16.11 Consequences of non-compliance

16.11.1 If the Agency does not pay within the payment deadlines (see above), the beneficiaries are entitled to **late-payment interest** at the rate applied by the European Central Bank (ECB) for its main refinancing operations in euros ('reference rate'), plus three and a half points. The reference rate is the rate in force on the first day of the month in which the payment deadline expires, as published in the C series of the *Official Journal of the European Union*.

If the late-payment interest is lower than or equal to EUR 200, it will be paid to the coordinator only upon request submitted within two months of receiving the late payment.

Late-payment interest is not due if all beneficiaries are EU Member States (including regional and local government authorities or other public bodies acting on behalf of a Member State for the purpose of this Agreement).

Suspension of the payment deadline or payments (see Articles 31 and 32) will not be considered as late payment.

Late-payment interest covers the period running from the day following the due date for payment (see above), up to and including the date of payment.

Late-payment interest is not considered for the purposes of calculating the final grant amount.

16.11.2 If the coordinator breaches any of its obligations under this Article, the grant may be reduced (see Article 27) and the Agreement or the participation of the coordinator may be terminated (see Article 34).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 17 — CHECKS, REVIEWS, AUDITS AND INVESTIGATIONS — EXTENSION OF FINDINGS

17.1 Checks, reviews and audits by the Agency and the Commission

17.1.1 Right to carry out checks

The Agency or the Commission will — during the implementation of the action or afterwards — check the proper implementation of the action and compliance with the obligations under the Agreement, including assessing deliverables and reports.

For this purpose, the Agency or the Commission may be assisted by external persons or bodies.

The Agency or the Commission may also request additional information in accordance with Article 12. The Agency or the Commission may request the beneficiaries to provide such information to it directly.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

17.1.2 Right to carry out reviews

The Agency or the Commission may — during the implementation of the action or afterwards — carry out reviews on the proper implementation of the action (including assessment of deliverables and reports) and compliance with the obligations under the Agreement.

Reviews may be started **up to five years after the payment of the balance**. They will be formally notified to the coordinator or beneficiary concerned and will be considered to have started on the date of the formal notification.

If the review is carried out on a third party (see Articles 9 to 11a), the beneficiary concerned must inform the third party.

The Agency or the Commission may carry out reviews directly (using its own staff) or indirectly (using external persons or bodies appointed to do so). It will inform the coordinator or beneficiary concerned of the identity of the external persons or bodies. They have the right to object to the appointment on grounds of commercial confidentiality.

The coordinator or beneficiary concerned must provide — within the deadline requested — any information and data in addition to deliverables and reports already submitted (including information on the use of resources). The Agency or the Commission may request beneficiaries to provide such information to it directly.

The coordinator or beneficiary concerned may be requested to participate in meetings, including with external experts.

For **on-the-spot** reviews, the beneficiaries must allow access to their sites and premises, including to external persons or bodies, and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the review findings, a '**review report**' will be drawn up.

The Agency or the Commission will formally notify the review report to the coordinator or beneficiary concerned, which has 30 days to formally notify observations ('**contradictory review procedure**').

Reviews (including review reports) are in the language of the Agreement.

17.1.3 Right to carry out audits

The Agency or the Commission may — during the implementation of the action or afterwards — carry out audits on the proper implementation of the action and compliance with the obligations under the Agreement.

Audits may be started **up to five years after the payment of the balance**. They will be formally notified to the coordinator or beneficiary concerned and will be considered to have started on the date of the formal notification.

If the audit is carried out on a third party (see Articles 9 to 11a), the beneficiary concerned must inform the third party.

The Agency or the Commission may carry out audits directly (using its own staff) or indirectly (using external persons or bodies appointed to do so). It will inform the coordinator or beneficiary concerned of the identity of the external persons or bodies. They have the right to object to the appointment on grounds of commercial confidentiality.

The coordinator or beneficiary concerned must provide — within the deadline requested — any information (including complete accounts, individual salary statements or other personal data) to verify compliance with the Agreement. The Agency or the Commission may request beneficiaries to provide such information to it directly.

For **on-the-spot** audits, the beneficiaries must allow access to their sites and premises, including to external persons or bodies, and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the audit findings, a '**draft audit report**' will be drawn up.

The Agency or the Commission will formally notify the draft audit report to the coordinator or beneficiary concerned, which has 30 days to formally notify observations ('**contradictory audit procedure**'). This period may be extended by the Agency or the Commission in justified cases.

The '**final audit report**' will take into account observations by the coordinator or beneficiary concerned. The report will be formally notified to it.

Audits (including audit reports) are in the language of the Agreement.

The Agency or the Commission may also access the beneficiaries' statutory records for the periodical assessment of unit costs or flat-rate amounts.

17.2 Investigations by the European Anti-Fraud Office (OLAF)

Under Regulations No 883/2013[7] and No 2185/96[8] (and in accordance with their provisions and procedures), the European Anti-Fraud Office (OLAF) may — at any moment during implementation of the action or afterwards — carry out investigations, including on-the-spot checks and inspections, to establish whether there has been fraud, corruption or any other illegal activity affecting the financial interests of the EU.

[7] Regulation (EU, Euratom) No 883/2013 of the European Parliament and of the Council of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office (OLAF) and repealing Regulation (EC) No 1073/1999 of the European Parliament and of the Council and Council Regulation (Euratom) No 1074/1999 (OJ L 248, 18/09/2013, p. 1).

[8] Council Regulation (Euratom, EC) No 2185/1996 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities' financial interests against fraud and other irregularities (OJ L 292, 15/11/1996, p. 2).

17.3 Checks and audits by the European Court of Auditors (ECA)

Under Article 287 of the Treaty on the Functioning of the European Union (TFEU) and Article 161 of the Financial Regulation No 966/2012[9], the European Court of Auditors (ECA) may — at any moment during implementation of the action or afterwards — carry out audits.

The ECA has the right of access for the purpose of checks and audits.

17.4 Checks, reviews, audits and investigations for international organisations

Not applicable

17.5 Consequences of findings in checks, reviews, audits and investigations — Extension of findings

17.5.1 Findings in this grant

Findings in checks, reviews, audits or investigations carried out in the context of this grant may lead to the rejection of ineligible costs (see Article 26), reduction of the grant (see Article 27), recovery of undue amounts (see Article 28) or to any of the other measures described in Chapter 6.

Rejection of costs or reduction of the grant after the payment of the balance will lead to a revised final grant amount (see Article 5.4).

Findings in checks, reviews, audits or investigations may lead to a request for amendment for the modification of Annex 1 (see Article 39).

Checks, reviews, audits or investigations that find systemic or recurrent errors, irregularities, fraud or breach of obligations may also lead to consequences in other EU grants awarded under similar conditions ('**extension of findings from this grant to other grants**').

Moreover, findings arising from an OLAF investigation may lead to criminal prosecution under national law.

17.5.2 Findings in other grants

The Agency or the Commission may extend findings from other grants to this grant ('**extension of findings from other grants to this grant**'), if:

(a) the beneficiary concerned is found, in other EU grants awarded under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and

(b) those findings are formally notified to the beneficiary concerned — together with the list of grants affected by the findings — **no later than five years after the payment of the balance** of this grant.

The extension of findings may lead to the rejection of costs (see Article 26), reduction of the grant

[9] Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council of 25 October 2012 on the financial rules applicable to the general budget of the Union and repealing Council Regulation (EC, Euratom)) No 1605/2002 (OJ L 298, 26/10/2012, p. 1).

(see Article 27), recovery of undue amounts (see Article 28), suspension of payments (see Article 32), suspension of the action implementation (see Article 33) or termination (see Article 34).

17.5.3 Procedure

The Agency or the Commission will formally notify the beneficiary concerned the systemic or recurrent errors and its intention to extend these audit findings, together with the list of grants affected.

17.5.3.1 If the findings concern **eligibility of costs**: the formal notification will include:

(a) an invitation to submit observations on the list of grants affected by the findings;

(b) the request to submit **revised financial statements** for all grants affected;

(c) the **correction rate for extrapolation** established by the Agency or the Commission on the basis of the systemic or recurrent errors, to calculate the amounts to be rejected, if the beneficiary concerned:

   (i) considers that the submission of revised financial statements is not possible or practicable or

   (ii) does not submit revised financial statements.

The beneficiary concerned has 90 days from receiving notification to submit observations, revised financial statements or to propose a duly substantiated **alternative correction method**. This period may be extended by the Agency or the Commission in justified cases.

The Agency or the Commission may then start a **rejection procedure** in accordance with Article 26, either on the basis of the revised financial statements, the alternative method or the correction rate announced.

17.5.3.2 If the findings concern **substantial errors, irregularities or fraud** or **serious breach of obligations**: the formal notification will include:

(a) an invitation to submit observations on the list of grants affected by the findings and

(b) the flat-rate the Agency or the Commission intends to apply according to the principle of proportionality.

The beneficiary concerned has 90 days from receiving notification to submit observations or to propose a duly substantiated alternative flat-rate.

The Agency or the Commission may then start a **reduction procedure** in accordance with Article 27, either on the basis of the alternative flat-rate or the flat-rate announced.

17.6 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, any insufficiently substantiated costs will be ineligible (see Article 6) and will be rejected (see Article 26).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 18 — EVALUATION OF THE IMPACT OF THE ACTION

18.1 Right to evaluate the impact of the action

The Agency or the Commission may carry out interim and final evaluations of the impact of the action measured against the objective of the EU programme.

Evaluations may be started during implementation of the action and **up to five years after the payment of the balance**. The evaluation is considered to start on the date of the formal notification to the coordinator or beneficiaries.

The Agency or the Commission may make these evaluations directly (using its own staff) or indirectly (using external bodies or persons it has authorised to do so).

The coordinator or beneficiaries must provide any information relevant to evaluate the impact of the action, including information in electronic format.

18.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the Agency may apply the measures described in Chapter 6.

SECTION 3 OTHER RIGHTS AND OBLIGATIONS

ARTICLE 19 — PRE-EXISTING RIGHTS AND OWNERSHIP OF THE RESULTS (INCLUDING INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS)

19.1 Pre-existing rights and access rights to pre-existing rights

Where industrial and intellectual property rights (including rights of third parties) exist prior to the Agreement, the beneficiaries must establish a list of these pre-existing industrial and intellectual property rights, specifying the owner and any persons that have a right of use.

The coordinator must — before starting the action — submit this list to the Agency.

Each beneficiary must give the other beneficiaries access to any pre-existing industrial and intellectual property rights needed for the implementation of the action and compliance with the obligations under the Agreement.

19.2 Ownership of results and rights of use

The results of the action (including the reports and other documents relating to it) are owned by the beneficiaries.

The beneficiaries must give the Agency and the Commission the right to use the results for their communication activities under Article 22.

19.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27).

Such a breach may also lead to any of the other measures described in Chapter 6.

ARTICLE 20 — CONFLICT OF INTERESTS

20.1 Obligation to avoid a conflict of interests

The beneficiaries must take all measures to prevent any situation where the impartial and objective implementation of the action is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest ('**conflict of interests**').

They must formally notify to the Agency without delay any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

The Agency may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

20.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27) and the Agreement or participation of the beneficiary may be terminated (see Article 34).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 21 — CONFIDENTIALITY

21.1 General obligation to maintain confidentiality

During implementation of the action and **for five years after the payment of the balance**, the parties must keep confidential any data, documents or other material (in any form) that is identified as confidential at the time it is disclosed ('**confidential information**').

They may use confidential information to implement the Agreement.

The confidentiality obligations no longer apply if:

(a) the disclosing party agrees to release the other party;

(b) the information becomes generally and publicly available, without breaching any confidentiality obligation;

(c) the disclosure of the confidential information is required by EU or national law.

21.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 22 — PROMOTING THE ACTION — VISIBILITY OF EU FUNDING

22.1 Communication activities by the beneficiaries

22.1.1 General obligation to promote the action and its results

The beneficiaries must promote the action and its results.

22.1.2 Information on EU funding — Obligation and right to use the EU emblem

Unless the Agency requests or agrees otherwise, any communication activity related to the action (including at conferences, seminars, in information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via social media, etc.) and any infrastructure, equipment or major result funded by the grant must:

- display the EU emblem and
- include the following text:

  "This [insert appropriate description, e.g. report, publication, conference, infrastructure, equipment, insert type of result, etc.] was funded by the European Union's COSME Programme."

When displayed in association with another logo, the EU emblem must have appropriate prominence.

For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the Agency.

This does not, however, give them the right to exclusive use.

Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

22.1.3 Disclaimer excluding Agency and Commission responsibility

Any communication activity related to the action must indicate the following disclaimer:

> "The content of this [insert appropriate description, e.g. report, publication, conference, etc.] represents the views of the author only and is his/her sole responsibility; it cannot be considered to reflect the views of the European Commission and/or the Executive Agency for Small and Medium-sized Enterprises (EASME) or any other body of the European Union. The European Commission and the Agency do not accept any responsibility for use that may be made of the information it contains."

22.2 Communication activities by the Agency and the Commission

22.2.1 Right to use beneficiaries' materials, documents or information

The Agency and the Commission may use information relating to the action, documents notably summaries for publication and public deliverables as well as any other material, such as pictures or audio-visual material received from any beneficiary (including in electronic form).

This does not change the confidentiality obligations in Article 21, which still apply.

The right to use a beneficiary's materials, documents and information includes:

(a) **use for its own purposes** (in particular, making them available to persons working for the Agency, the Commission or any other EU institution, body, office or agency or body or institutions in EU Member States; and copying or reproducing them in whole or in part, in unlimited numbers);

(b) **distribution to the public** (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes);

(c) **editing or redrafting** for communication and publicising activities (including shortening, summarising, inserting other elements (such as meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation);

(d) **translation**;

(e) giving **access in response to individual requests** under Regulation No 1049/2001[10], without the right to reproduce or exploit;

(f) **storage** in paper, electronic or other form;

(g) **archiving**, in line with applicable document-management rules, and

(h) the right to authorise **third parties** to act on its behalf or sub-license the modes of use set out in Points (b), (c), (d) and (f) to third parties if needed for the communication and publicising activities of the Agency or the Commission.

If the right of use is subject to rights of a third party (including personnel of the beneficiary), the beneficiary must ensure that it complies with its obligations under this Agreement (in particular, by obtaining the necessary approval from the third parties concerned).

Where applicable (and if provided by the beneficiaries), the Agency or the Commission will insert the following information:

> "© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the Executive Agency for Small and Medium-sized Enterprises (EASME) and the European Union (EU) under conditions."

22.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 27).

Such breaches may also lead to any of the other measures described in Chapter 6.

ARTICLE 23 — PROCESSING OF PERSONAL DATA

23.1 Processing of personal data by the Agency and the Commission

Any personal data under the Agreement will be processed by the Agency or the Commission under

[10] Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents (OJ L 145, 31/5/2001, p. 43).

Regulation No 45/2001[11] and according to the 'notifications of the processing operations' to the Data Protection Officer (DPO) of the Agency or the Commission (publicly accessible in the DPO register).

Such data will be processed by the '**data controller**' of the Agency or the Commission for the purposes of implementing, managing and monitoring the Agreement or protecting the EU financial interests (including checks, reviews, audits and investigations; see Article 17).

The persons whose personal data are processed have the right to access and correct their own personal data. For this purpose, they must send any queries about the processing of their personal data to the data controller, via the contact point indicated in the privacy statement(s) on the Agency and Commission websites.

They also have the right to have recourse at any time to the European Data Protection Supervisor (EDPS).

23.2 Processing of personal data by the beneficiaries

The beneficiaries must process personal data under the Agreement in compliance with applicable EU and national law on data protection (including authorisations or notification requirements).

The beneficiaries may grant their personnel access only to data that is strictly necessary for implementing, managing and monitoring the Agreement.

The beneficiaries must inform the personnel whose personal data are collected and processed by the Agency or the Commission. For this purpose, they must provide them with the privacy statement(s) (see above), before transmitting their data to the Agency or the Commission.

23.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under Article 23.2, the Agency may apply any of the measures described in Chapter 6.

ARTICLE 24 — ASSIGNMENTS OF CLAIMS FOR PAYMENT AGAINST THE AGENCY

The beneficiaries may not assign any of their claims for payment against the Agency to any third party, except if approved by the Agency on the basis of a reasoned, written request by the coordinator (on behalf of the beneficiary concerned).

If the Agency has not accepted the assignment or the terms of it are not observed, the assignment will have no effect on it.

In no circumstances will an assignment release the beneficiaries from their obligations towards the Agency.

CHAPTER 5 DIVISION OF BENEFICIARIES' ROLES AND RESPONSIBILITIES

[11] Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data (OJ L 8, 12/01/2001, p 1).

ARTICLE 25 — DIVISION OF BENEFICIARIES' ROLES AND RESPONSIBILITIES

25.1 Roles and responsibilities towards the Agency

The beneficiaries have full responsibility for implementing the action and complying with the Agreement.

The beneficiaries are jointly and severally liable for the **technical implementation** of the action as described in Annex 1. If a beneficiary fails to implement its part of the action, the other beneficiaries become responsible for implementing this part (without being entitled to any additional funding for doing so), unless the Agency expressly relieves them of this obligation.

The **financial responsibility** of each beneficiary is governed by Articles 28.

25.2 Internal division of roles and responsibilities

The internal roles and responsibilities of the beneficiaries are divided as follows:

(a) Each **beneficiary** must:

(i) keep information stored in the Participant Portal Beneficiary Register (via the electronic exchange system) up to date (see Article 12);

(ii) inform the coordinator immediately of any events or circumstances likely to affect significantly or delay the implementation of the action (see Article 12);

(iii) submit to the coordinator in good time:

- individual financial statement(s) for itself and, if required, certificates on the financial statement(s) (see Article 14 and 15);

- the data needed to draw up the technical report(s) (see Article 15);

- any other documents or information required by the Agency or the Commission under the Agreement, unless the Agreement requires the beneficiary to submit this information directly.

(b) The **coordinator** must:

(i) monitor that the action is implemented properly (see Article 7);

(ii) act as the intermediary for all communications between the beneficiaries and the Agency (in particular, providing the Agency with the information described in Article 12), unless the Agreement specifies otherwise;

(iii) provide a pre-financing guarantee if requested by the Agency (see Article 16.2);

(iv) request and review any documents or information required by the Agency and verify their completeness and correctness before passing them on to the Agency;

(v) submit the deliverables and reports to the Agency (see Articles 14 and 15);

(vi) ensure that all payments are made to the other beneficiaries without unjustified delay (see Article 16);

The coordinator may not subcontract the above-mentioned tasks.

25.3 Internal arrangements between beneficiaries — Consortium agreement

The beneficiaries must have internal arrangements regarding their operation and co-ordination to ensure that the action is implemented properly. These internal arrangements must be set out in a written '**consortium agreement**' between the beneficiaries, which may cover:

- internal organisation of the consortium;
- management of access to the electronic exchange system;
- distribution of the payments;
- additional rules on rights and obligations related to pre-existing rights and results (see Article 19);
- settlement of internal disputes;
- liability, indemnification and confidentiality arrangements between the beneficiaries.

The consortium agreement must not contain any provision contrary to the Agreement.

CHAPTER 6 REJECTION OF COSTS — REDUCTION OF THE GRANT — RECOVERY — SANCTIONS — DAMAGES — SUSPENSION — TERMINATION — FORCE MAJEURE

SECTION 1 REJECTION OF COSTS — REDUCTION OF THE GRANT — RECOVERY — SANCTIONS

ARTICLE 26 — REJECTION OF INELIGIBLE COSTS

26.1 Conditions

The Agency will — at the time of an **interim payment**, **at the payment of the balance** or **afterwards** — reject any costs which are ineligible (see Article 6), in particular following checks, reviews, audits or investigations (see Article 17).

The rejection may also be based on the **extension of findings from other grants to this grant** (see Article 17.5.2).

26.2 Ineligible costs to be rejected — Calculation — Procedure

Ineligible costs will be rejected in full.

If the rejection of costs does not lead to a recovery (see Article 28), the Agency will formally notify the coordinator or beneficiary concerned of the rejection of costs, the amounts and the reasons why (if applicable, together with the notification of amounts due; see Article 16.5). The coordinator or beneficiary concerned may — within 30 days of receiving notification — formally notify the Agency of its disagreement and the reasons why.

If the rejection of costs leads to a recovery, the Agency will follow the contradictory procedure with pre-information letter set out in Article 28.

26.3 Effects

If the Agency rejects costs at the time of an **interim payment** or **the payment of the balance**, it will deduct them from the total eligible costs declared, for the action, in the periodic or final summary financial statement (see Article 15.3 and 15.4). It will then calculate the interim payment or payment of the balance as set out in Article 16.3 or 16.4.

If the Agency — **after an interim payment but before the payment of the balance** — rejects costs declared in a periodic summary financial statement, it will deduct them from the costs declared in the next periodic summary financial statement or final summary financial statement. It will then calculate the interim payment or payment of the balance as set out in Article 16.3 or 16.4.

If the Agency rejects costs **after the payment of the balance**, it will calculate the revised final grant amount as set out in Article 5.4. If the revised final grant amount is lower than the final grant amount, the Agency will recover the difference (see Article 28).

ARTICLE 27 — REDUCTION OF THE GRANT

27.1 Conditions

The Agency may — **at the payment of the balance** or **afterwards** — reduce the grant , if:

(a) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed:

  (i) substantial errors, irregularities or fraud or

  (ii) serious breach of obligations under the Agreement or during the award procedure (including improper implementation of the action, submission of false information, failure to provide required information, breach of ethical principles) or

(b) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (**extension of findings from other grants to this grant**; see Article 17.5.2).

27.2 Amount to be reduced — Calculation — Procedure

The amount of the reduction will be proportionate to the seriousness of the errors, irregularities or fraud or breach of obligations.

Before reduction of the grant, the Agency will formally notify a '**pre-information letter**' to the coordinator or beneficiary concerned:

- informing it of its intention to reduce the grant, the amount it intends to reduce and the reasons why and

- inviting it to submit observations within 30 days of receiving notification

If the Agency does not receive any observations or decides to pursue reduction despite the observations it has received, it will formally notify **confirmation** of the reduction (if applicable, together with the notification of amounts due; see Article 16).

27.3 Effects

If the Agency reduces the grant at the time of **the payment of the balance**, it will calculate the reduced grant amount and then determine the amount due as payment of the balance (see Articles 5.3 and 16.4).

If the Agency reduces the grant **after the payment of the balance**, it will calculate the revised final grant amount (see Article 5.4). If the revised final grant amount is lower than the final grant amount, the Agency will recover the difference (see Article 28).

ARTICLE 28 — RECOVERY OF UNDUE AMOUNTS

28.1 Amount to be recovered — Calculation — Procedure

The Agency will — **at the payment of the balance** or **afterwards** — claim back amount that was paid but is not due under the Agreement.

The coordinator is fully liable for repaying debts of the consortium (under the Agreement), even if it has not been the final recipient of those amounts.

In addition, the beneficiaries (including the coordinator) are jointly and severally liable for repaying any debts under the Agreement (including late-payment interest) — up to the maximum grant amount indicated, for each beneficiary, in the estimated budget (as last amended; see Annex 2).

28.1.1 Recovery at payment of the balance

If the payment of the balance takes the form of a recovery (see Article 16.4), the Agency will formally notify a ‘**pre-information letter**’ to the coordinator:

- informing it of its intention to recover, the amount due as the balance and the reasons why and

- inviting it to submit observations within 30 days of receiving notification.

If no observations are submitted or the Agency decides to pursue recovery despite the observations it has received, it will **confirm** the amount to be recovered and formally notify to the coordinator a **debit note** with the terms and the date for payment (together with the notification of amounts due; see Article 16.5).

If payment is not made by the date specified in the debit note, the Agency or the Commission will **recover** the amount:

(a) by ‘**offsetting**’ it — without the coordinator’s consent — against any amounts owed to the coordinator by the Agency, Commission or another executive agency (from the EU budget).

In exceptional circumstances, to safeguard the EU financial interests, the Agency or the Commission may offset before the payment date specified in the debit note;

(b) not applicable;

(c) by **holding** the other beneficiaries jointly and severally **liable** — up to the maximum grant amount indicated, for each beneficiary, in the estimated budget (as last amended; see Annex 2);

by **taking legal action** (see Article 41) or by **adopting an enforceable decision** under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 79(2) of the Financial Regulation No 966/2012.

If payment is not made by the date in the debit note, the amount to be recovered (see above) will be increased by **late-payment interest** at the rate set out in Article 16.11, from the day following the payment date in the debit note, up to and including the date the Agency or the Commission receives full payment of the amount.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2007/64/EC[12] applies.

28.1.2 Recovery of amounts after payment of the balance

If — after the payment of the balance — the Agency revised the final grant amount (see Article 5.4), and the revised final grant amount is lower than the final grant amount (see Article 5.3), it will:

- if the rejection or reduction does *not* concern a specific beneficiary: claim back the difference from the coordinator (even if it has not been the final recipient of the amount in question)

or

- otherwise: claim back the difference from the beneficiary concerned.

The Agency will formally notify a **pre-information letter** to the coordinator or beneficiary concerned:

- informing it of its intention to recover, the amount to be repaid and the reasons why and
- inviting it to submit observations within 30 days of receiving notification.

If no observations are submitted or the Agency decides to pursue recovery despite the observations it has received, it will **confirm** the amount to be recovered and formally notify to the coordinator or beneficiary concerned a **debit note**. This note will also specify the terms and the date for payment.

If payment is not made by the date specified in the debit note, the Agency or the Commission will **recover** the amount:

[12] Directive 2007/64/EC of the European Parliament and of the Council of 13 November 2007 on payment services in the internal market amending Directives 97/7/EC, 2002/65/EC, 2005/60/EC and 2006/48/EC and repealing Directive 97/5/EC (OJ L 319, 05.12.2007, p. 1).

(a) by ‘**offsetting**’ it — without the coordinator's or beneficiary’s consent — against any amounts owed to the coordinator or beneficiary concerned by the Agency, the Commission or another executive agency (from the EU budget).

In exceptional circumstances, to safeguard the EU’s financial interests, the Agency or the Commission may offset before the payment date specified in the debit note;

(b) by **holding** the other beneficiaries jointly and severally **liable**, up to the maximum grant amount indicated, for each beneficiary, in the estimated budget (as last amended; see Annex 2);

(c) by **taking legal action** (see Article 41) or by **adopting an enforceable decision** under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 79(2) of the Financial Regulation No 966/2012.

If payment is not made by the date in the debit note, the amount to be recovered (see above) will be increased by **late-payment interest** at the rate set out in Article 16.11, from the day following the date for payment in the debit note, up to and including the date the Agency or the Commission receives full payment of the amount.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2007/64/EC applies.

ARTICLE 29 — ADMINISTRATIVE AND FINANCIAL PENALTIES

In addition to contractual measures, the Agency or the Commission may also adopt administrative sanctions under Articles 106 and 131(4) of the Financial Regulation No 966/2012 (i.e. exclusion from future procurement contracts, grants, prizes and expert contracts and/or financial penalties).

SECTION 2 LIABILITY FOR DAMAGES

ARTICLE 30 — LIABILITY FOR DAMAGES

30.1 Liability of the Agency

The Agency cannot be held liable for any damage caused to the beneficiaries or to third parties as a consequence of implementing the Agreement, including for gross negligence.

The Agency cannot be held liable for any damage caused by any of the beneficiaries or third parties involved in the action, as a consequence on implementing the Agreement.

30.2 Liability of the beneficiaries

Except in case of force majeure (see Article 35), the beneficiaries must compensate the Agency for any damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement.

SECTION 3 SUSPENSION AND TERMINATION

ARTICLE 31 — SUSPENSION OF PAYMENT DEADLINE

31.1 Conditions

The Agency may — at any moment — suspend the payment deadline (see Article 16.2 to 16.4) if a request for payment (see Article 15) cannot be approved because:

(a) it does not comply with the provisions of the Agreement (see Article 15);

(b) the technical or financial report(s) have not been submitted or are not complete or additional information is needed, or

(c) there is doubt about the eligibility of the costs declared in the financial statements and additional checks, reviews, audits or investigations are necessary.

31.2 Procedure

The Agency will formally notify the coordinator of the suspension and the reasons why.

The suspension will **take effect** the day notification is sent by the Agency (see Article 36).

If the conditions for suspending the payment deadline are no longer met, the suspension will be **lifted** — and the remaining period will resume.

If the suspension exceeds two months, the coordinator may request the Agency if the suspension will continue.

If the payment deadline has been suspended due to the non-compliance of the technical or financial report(s) (see Article 15) and the revised report or statement is not submitted or was submitted but is also rejected, the Agency may also terminate the Agreement or the participation of the beneficiary (see Article 34.3.1(i)).

ARTICLE 32 — SUSPENSION OF PAYMENTS

32.1 Conditions

The Agency may — at any moment — suspend payments, in whole or in part for one or more beneficiaries, if:

(a) a beneficiary (or a natural person who has the power to represent or take decision on its behalf) has committed or is suspected of having committed:

  (i) substantial errors, irregularities or fraud or

  (ii) serious breach of obligations under this Agreement or during the award procedure (including improper implementation of the action, submission of false information, failure to provide required information, breach of ethical principles) or

(b) a beneficiary (or a natural person who has the power to represent or take decision on its behalf) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (**extension of findings from other grants to this grant**; see Article 17.5.2).

If payments are suspended for one or more beneficiaries, the Agency will make partial payment(s) for the part(s) not suspended. If suspension concerns the payment of the balance, the payment (or recovery) of the remaining amount after suspension is lifted will be considered to be the payment that closes the action.

32.2 Procedure

Before suspending payments, the Agency will formally notify the coordinator or beneficiary concerned:

- informing it of its intention to suspend payments and the reasons why and
- inviting it to submit observations within 30 days of receiving notification.

If the Agency does not receive observations or decides to pursue the procedure despite the observations it has received, it will formally notify **confirmation** of the suspension. Otherwise, it will formally notify that the suspension procedure is not continued.

The suspension will **take effect** the day the confirmation notification is sent by the Agency.

If the conditions for resuming payments are met, the suspension will be **lifted**. The Commission will formally notify the coordinator or beneficiary concerned.

During the suspension, the periodic report(s) for all reporting periods except the last one (see Article 15.3) must not contain any individual financial statement(s) from the beneficiary concerned. The coordinator must include them in the next periodic report after the suspension is lifted or — if suspension is not lifted before the end of the action — in the last periodic report.

The beneficiaries may suspend implementation of the action (see Article 33.1) or terminate the Agreement or the participation of the beneficiary concerned (see Article 34.1 and 34.2).

ARTICLE 33 — SUSPENSION OF THE ACTION IMPLEMENTATION

33.1 Suspension of the action implementation, by the beneficiaries

33.1.1 Conditions

The beneficiaries may suspend implementation of the action or any part of it, if exceptional circumstances — in particular *force majeure* (see Article 35) — make implementation impossible or excessively difficult.

33.1.2 Procedure

The coordinator must immediately formally notify to the Agency the suspension (see Article 36), stating:

- the reasons why and
- the expected date of resumption.

The suspension will **take effect** the day this notification is received by the Agency.

Once circumstances allow for implementation to resume, the coordinator must immediately formally notify the Agency and request an **amendment** of the Agreement to set the date on which the action will be resumed, extend the duration of the action and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the Agreement or the participation of a beneficiary has been terminated (see Article 34).

The suspension will be **lifted** with effect from the resumption date set out in the amendment. This date may be before the date on which the amendment enters into force.

Costs incurred during suspension of the action implementation are not eligible (see Article 6).

33.2 Suspension of the action implementation, by the Agency

33.2.1 Conditions

The Agency may suspend implementation of the action or any part of it, if:

(a) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed or is suspected of having committed:

   (i) substantial errors, irregularities or fraud or

   (ii) serious breach of obligations under this Agreement or during the award procedure (including improper implementation of the action, submission of false information, failure to provide required information, breach of ethical principles) or

(b) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (**extension of findings from other grants to this grant**; see Article 17.5.2).

33.2.2 Procedure

Before suspending implementation of the action, the Agency will formally notify the coordinator or beneficiary concerned:

- informing it of its intention to suspend the implementation and the reasons why and
- inviting it to submit observations within 30 days of receiving notification.

If the Agency does not receive observations or decides to pursue the procedure despite the observations it has received, it will formally notify **confirmation** of the suspension. Otherwise, it will formally notify that the procedure is not continued.

The suspension will **take effect** five days after confirmation notification is received (or on a later date specified in the notification).

It will be **lifted** if the conditions for resuming implementation of the action are met.

The coordinator or beneficiary concerned will be formally notified of the lifting and the Agreement will be **amended** to set the date on which the action will be resumed, extend the duration of the action and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the Agreement has been terminated (see Article 34).

The suspension will be lifted with effect from the resumption date set out in the amendment. This date may be before the date on which the amendment enters into force.

Costs incurred during suspension are not eligible (see Article 6).

The beneficiaries may not claim damages due to suspension by the Agency (see Article 30).

Suspension of the action implementation does not affect the Agency's right to terminate the Agreement or participation of a beneficiary (see Article 34), reduce the grant or recover amounts unduly paid (see Articles 27 and 28).

ARTICLE 34 — TERMINATION OF THE AGREEMENT OR OF THE PARTICIPATION OF ONE OR MORE BENEFICIARIES

34.1 Termination of the Agreement, by the beneficiaries

34.1.1 Conditions and procedure

The beneficiaries may terminate the Agreement.

The coordinator must formally notify termination to the Agency (see Article 36), stating:

- the reasons why and
- the date the termination will take effect. This date must be after the notification.

If no reasons are given or if the Agency considers the reasons do not justify termination, the Agreement will be considered to have been '**terminated improperly**'.

The termination will **take effect** on the day specified in the notification.

34.1.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit a periodic report (for the open reporting period until termination; see Article 15.3) and the final report (see Article 15.4).

If the Agency does not receive the report(s) within the deadline (see above), only costs which are included in an approved periodic report will be taken into account.

The Agency will **calculate** the final grant amount (see Article 5.3) and the balance (see Article 16.4) on the basis of the report(s) submitted. Only costs incurred until termination are eligible (see Article 6). Costs relating to contracts due for execution only after termination are not eligible.

Improper termination may lead to a reduction of the grant (see Article 27).

After termination, the beneficiaries' obligations (in particular, Articles 15, 17, 18, 19, 20, 21, 22, 24, 26, 27 and 28) continue to apply.

34.2 Termination of the participation of one or more beneficiaries, by the beneficiaries

34.2.1 Conditions and procedure

The participation of one or more beneficiaries may be terminated by the coordinator, on request of the beneficiary concerned or on behalf of the other beneficiaries.

The coordinator must formally notify termination to the Agency (see Article 36) and inform the beneficiary concerned.

If the coordinator's participation is terminated without its agreement, the formal notification must be done by another beneficiary (acting on behalf of the other beneficiaries).

The notification must include:

- the reasons why;

- the opinion of the beneficiary concerned (or proof that this opinion has been requested in writing);

- the date the termination takes effect. This date must be after the notification, and

- a request for amendment (see Article 39), with a proposal for reallocation of the tasks and the estimated budget of the beneficiary concerned (see Annexes 1 and 2) and, if necessary, the addition of one or more new beneficiaries (see Article 40). If termination takes effect after the period set out in Article 3, no request for amendment must be included, unless the beneficiary concerned is the coordinator. In this case, the request for amendment must propose a new coordinator.

If this information is not given or if the Agency considers that the reasons do not justify termination, the participation will be considered to have been **terminated improperly**.

The termination will **take effect** on the day specified in the notification.

34.2.2 Effects

The beneficiary concerned must submit to the coordinator:

(i) a technical report and

(ii) a financial statement covering the period from the end of the last reporting period to the date when termination takes effect.

This information must be included by the coordinator in the periodic report for the next reporting period (see Article 15.3).

If the request for amendment is rejected by the Agency (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the Agreement may be terminated under Article 34.3.1(c).

If the request for amendment is accepted by the Agency, the Agreement is **amended** to introduce the necessary changes (see Article 39).

Improper termination may lead to a reduction of the grant (see Article 27) or termination of the Agreement (see Article 34).

After termination, the concerned beneficiary's obligations (in particular Articles 15, 17, 18, 19, 21, 22, 24, 26, 27 and 28) continue to apply.

34.3 Termination of the Agreement or of the participation of one or more beneficiaries, by the Agency

34.3.1 Conditions

The Agency may terminate the Agreement or the participation of one or more beneficiaries, if:

(a) one or more beneficiaries do not accede to the Agreement (see Article 40);

(b) a change to their legal, financial, technical, organisational or ownership situation is likely to substantially affect or delay the implementation of the action or calls into question the decision to award the grant;

(c) following termination of participation for one or more beneficiaries (see above), the necessary changes to the Agreement would call into question the decision awarding the grant or breach the principle of equal treatment of applicants (see Article 39);

(d) implementation of the action is prevented by force majeure (see Article 35) or suspended by the coordinator (see Article 33.1) and either:

   (i) resumption is impossible, or

   (ii) the necessary changes to the Agreement would call into question the decision awarding the grant or breach the principle of equal treatment of applicants;

(e) a beneficiary is declared bankrupt, being wound up, having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, or is subject to any other similar proceedings or procedures under national law;

(f) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has been found guilty of professional misconduct, proven by any means;

(g) a beneficiary does not comply with the applicable national law on taxes and social security;

(h) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed fraud, corruption, or is involved in a criminal organisation, money laundering, terrorism-related crimes (including terrorism financing), child labour or human trafficking;

(i) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed:

   (i) substantial errors, irregularities or fraud or

   (ii) serious breach of obligations under the Agreement or during the award procedure (including improper implementation of the action, submission of false information, failure to provide required information, breach of ethical principles);

(j) a beneficiary (or a natural person who has the power to represent or take decisions on its behalf) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (**extension of findings from other grants to this grant**; see Article 17.5.2).

(k) refusal to remove a linked third party: not applicable.

34.3.2 Procedure

Before terminating the Agreement or participation of one or more beneficiaries, the Agency will formally notify the coordinator or beneficiary concerned:

- informing it of its intention to terminate and the reasons why and
- inviting it, within 30 days of receiving notification, to submit observations and — in case of Point (i.ii) above — to inform the Agency of the measures to ensure compliance with the obligations under the Agreement.

If the Agency does not receive observations or decides to pursue the procedure despite the observations it has received, it will formally notify to the coordinator or beneficiary concerned **confirmation** of the termination and the date it will take effect. Otherwise, it will formally notify that the procedure is not continued.

The termination will **take effect**:

- for terminations under Points (b), (c), (e), (g), (i.ii) and (k) above: on the day specified in the notification of the confirmation (see above);
- for terminations under Points (a), (d), (f), (h), (i.i) and (j) above: on the day after the notification of the confirmation is received.

34.3.3 Effects

(a) for **termination of the Agreement**:

The coordinator must — within 60 days from when termination takes effect — submit a periodic report (for the last open reporting period until termination; see Article 15.3) and a final report (see Article 15.4).

If the Agreement is terminated for breach of the obligation to submit report(s) (see Articles 15.8 and 34.3.1(i)), the coordinator may not submit any reports after termination.

If the Agency does not receive the report(s) within the deadline (see above), only costs which are included in an approved periodic report will be taken into account.

The Agency will **calculate** the final grant amount (see Article 5.3) and the balance (see Article 16.4) on the basis of the report(s) submitted. Only costs incurred until termination takes effect are eligible (see Article 6). Costs relating to contracts due for execution only after termination are not eligible.

This does not affect the Agency's right to reduce the grant (see Article 27) or to impose administrative sanctions (Article 29).

The beneficiaries may not claim damages due to termination by the Agency (see Article 30).

After termination, the beneficiaries' obligations (in particular Articles 15, 17, 18, 19, 21, 22, 24, 26, 27 and 28) continue to apply.

(b) for **termination of the participation of one or more beneficiaries**:

The coordinator must — within 60 days from when termination takes effect — submit a request for amendment (see Article 39), with a proposal for reallocation of the tasks and estimated budget of the beneficiary concerned (see Annexes 1 and 2) and, if necessary, the addition of one or more new beneficiaries (see Article 40). If termination is notified after the period set out in Article 3, no request for amendment must be submitted unless the beneficiary concerned is the coordinator. In this case the request for amendment must propose a new coordinator.

The beneficiary concerned must submit to the coordinator:

(i) a technical report and

(ii) a financial statement covering the period from the end of the last reporting period to the date when termination takes effect.

This information must be included by the coordinator in the periodic report for the next reporting period (see Article 15.3).

If the request for amendment is rejected by the Agency (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the Agreement may be terminated under Article 34.3.1(c).

If the request for amendment is accepted by the Agency, the Agreement is **amended** to introduce the necessary changes (see Article 39).

After termination, the concerned beneficiary's obligations (in particular Articles 15, 17, 18, 19, 20, 21, 22 24, 26, 27 and 28) continue to apply.

SECTION 4 FORCE MAJEURE

ARTICLE 35 — FORCE MAJEURE

'Force majeure' means any situation or event that:

- prevents either party from fulfilling their obligations under the Agreement,
- was unforeseeable, exceptional situation and beyond the parties' control,
- was not due to error or negligence on their part (or on the part of third parties involved in the action), and
- proves to be inevitable in spite of exercising all due diligence.

The following cannot be invoked as force majeure:

- any default of a service, defect in equipment or material or delays in making them available, unless they stem directly from a relevant case of force majeure,

- labour disputes or strikes, or
- financial difficulties.

Any situation constituting force majeure must be formally notified to the other party without delay, stating the nature, likely duration and foreseeable effects.

The parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the action as soon as possible.

The party prevented by force majeure from fulfilling its obligations under the Agreement cannot be considered in breach of them.

CHAPTER 7 FINAL PROVISIONS

ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES

36.1 Form and means of communication

Communication under the Agreement (information, requests, submissions, 'formal notifications', etc.) must:

- be made in writing and
- bear the number of the Agreement.

All communication must be made through the Participant Portal electronic exchange system and using the forms and templates provided there.

If — after the payment of the balance — the Agency finds that a formal notification was not accessed, a second formal notification will be made by registered post with proof of delivery ('formal notification on **paper**'). Deadlines will be calculated from the moment of the second notification.

Communications in the electronic exchange system must be made by persons authorised according to the Participant Portal Terms & Conditions. For naming the authorised persons, the beneficiary must have designated — before the signature of this Agreement — a 'legal entity appointed representative (LEAR)'. The role and tasks of the LEAR are stipulated in his/her appointment letter (see Participant Portal Terms & Conditions).

If the electronic exchange system is temporarily unavailable, instructions will be given on the Agency and Commission websites.

36.2 Date of communication

Communications are considered to have been made when they are sent by the sending party (i.e. on the date and time they are sent through the electronic exchange system).

Formal notifications through the **electronic** exchange system are considered to have been made when they are received by the receiving party (i.e. on the date and time of acceptance by the receiving party, as indicated by the time stamp). A formal notification that has not been accepted within 10 days after sending is considered to have been accepted.

Formal notifications **on paper** sent by **registered post** with proof of delivery (only after the payment of the balance) are considered to have been made on either:

- the delivery date registered by the postal service or
- the deadline for collection at the post office.

If the electronic exchange system is temporarily unavailable, the sending party cannot be considered in breach of its obligation to send a communication within a specified deadline.

36.3 Addresses for communication

The **electronic** exchange system must be accessed via the following URL:

https://ec.europa.eu/research/participants/portal/desktop/en/projects/

The Agency will formally notify the coordinator and beneficiaries in advance of any changes to this URL.

The address for **paper** communications to the Agency (if exceptionally allowed) is the official mailing address indicated on the Agency's website. For beneficiaries, it is the legal address specified in the Participant Portal Beneficiary Register.

ARTICLE 37 — INTERPRETATION OF THE AGREEMENT

37.1 Precedence of the Terms and Conditions over the Annexes

The provisions in the Terms and Conditions of the Agreement take precedence over its Annexes.

Annex 2 takes precedence over Annex 1.

37.2 Privileges and immunities

Not applicable

ARTICLE 38 — CALCULATION OF PERIODS, DATES AND DEADLINES

In accordance with Regulation No 1182/71[13], periods expressed in days, months or years are calculated from the moment the triggering event occurs.

The day during which that event occurs is not considered as falling within the period.

ARTICLE 39 — AMENDMENTS TO THE AGREEMENT

39.1 Conditions

The Agreement may be amended, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

[13] Regulation (EEC, Euratom) No 1182/71 of the Council of 3 June 1971 determining the rules applicable to periods, dates and time-limits (OJ L 124, 8/6/1971, p. 1).

Amendments may be requested by any of the parties.

39.2 Procedure

The party requesting an amendment must submit a request for amendment signed in the electronic exchange system (see Article 36).

The coordinator submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3).

If a change of coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries).

The request for amendment must include:

- the reasons why;
- the appropriate supporting documents, and
- for a change of coordinator without its agreement: the opinion of the coordinator (or proof that this opinion has been requested in writing).

The Agency may request additional information.

If the party receiving the request agrees, it must sign the amendment in the electronic exchange system within 45 days of receiving notification (or any additional information the Agency has requested). If it does not agree, it must formally notify its disagreement within the same deadline. The deadline may be extended, if necessary for the assessment of the request. If no notification is received within the deadline, the request is considered to have been rejected.

An amendment **enters into force** on the day of the signature of the receiving party.

An amendment **takes effect** on the date agreed by the parties or, in the absence of such an agreement, on the date on which the amendment enters into force.

ARTICLE 40 — ACCESSION TO THE AGREEMENT

40.1 Accession of the beneficiaries mentioned in the Preamble

The other beneficiaries must accede to the Agreement by signing the Accession Form (see Annex 3) in the electronic exchange system (see Article 36) within 30 days after its entry into force (see Article 42)

They will assume the rights and obligations under the Agreement with effect from the date of its entry into force (see Article 42).

If a beneficiary does not accede to the Agreement within the above deadline, the coordinator must — within 30 days — request an amendment to make any changes necessary to ensure proper implementation of the action (see Article 39). This does not affect the Agency's right to terminate the Agreement (see Article 34).

40.2 Addition of new beneficiaries

In justified cases, the beneficiaries may request the addition of a new beneficiary.

For this purpose, the coordinator must submit a request for amendment in accordance with Article 39. It must include an Accession Form (see Annex 3) signed by the new beneficiary in the electronic exchange system (see Article 36).

New beneficiaries must assume the rights and obligations under the Agreement with effect from the date of their accession specified in the Accession Form (see Annex 3).

ARTICLE 41 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES

41.1 Applicable law

The Agreement is governed by the applicable EU law, supplemented if necessary by the law of Belgium.

41.2 Dispute settlement

If a dispute concerning the interpretation, application or validity of the Agreement cannot be settled amicably, the General Court — or, on appeal, the Court of Justice of the European Union — has sole jurisdiction. Such actions must be brought under Article 272 of the Treaty on the Functioning of the EU (TFEU).

If a dispute concerns administrative sanctions, offsetting or an enforceable decision under Article 299 TFEU (see Articles 28, 29 and 30), the beneficiaries must bring action before the General Court — or, on appeal, the Court of Justice of the European Union — under Article 263 TFEU. Actions against offsetting and enforceable decisions must be brought against the Commission (not against the Agency).

ARTICLE 42 — ENTRY INTO FORCE OF THE AGREEMENT

The Agreement will enter into force on the day of signature by the Agency or the coordinator, depending on which is later.

SIGNATURES

For the coordinator

Marika MAZZI with ECAS id nmazzmri signed in the Participant Portal on 07/07/2020 at 08:18:40 (transaction id SigId-27158-jxw8HdcHjRWMGZzvqe5CbwkkWBvAQKBhvfokOlekyzqijhm3BbNIcmZSqhMaWuHiDUZXqkblXrsE9vHNL9Tqxg-jpJZscgsw0KmE9q55QdRE4-fVuzxdyX7FeUEEsNGZRfvS54IA5dmd9xhLXzoGzkR5ZhEzkzNf0lnuL19V0316oTigtAcdH56diYPrmpXR4wBUzW).
Timestamp by third party at
Tue Jul 07 09:29:57 CEST 2020

For the Agency

Signed by Natalia MARTINEZ PARAMO with ECAS id martinb as an authorised representative on 07-07-2020 12:39:50 (transaction id SigId-30688-c91PZUhAAzZ8bSykDrUzfcRcuEfqM8gn6JNRBiqO7zJRT13h5eYQxlIMs2xNXfZjbNLWVoIhYNzsyuhrLGnJN5W-jpJZscgsw0KmE9q55QdRE4-3b2R0pkixLjiowkGayh3CZkMViU7VI2J8qV6DuhZckhQ8rTcnzVmLNVPSnKGjBAyuehXGtdOuOPvVHEsbsyTry)
Tue Jul 07 12:40:05 CEST 2020

EUROPEAN COMMISSION
Executive Agency for Small and Medium-sized Enterprises (EASME)

The Director

ANNEX 1 (part A)

Grant agreement

NUMBER — 951043 — EU ECO-TANDEM

Table of Contents

1.1. The project summary

Project Number [1]	951043	Project Acronym [2]	EU ECO-TANDEM

One form per project

General information	
Project title [3]	EU ECO-TANDEM PROGRAMME
Starting date [4]	15/07/2020
Duration in months [5]	36
Call (part) identifier [6]	COS-TOURCOOP-2019-3-01
Topic	COS-2019-3-01 Boosting sustainable tourism development and capacity of tourism SMEs through transnational cooperation
Fixed EC Keywords	
Free keywords	SMEs support, sustainable tourism, education, training, standards, sustainable certification, innovation, business matching, startup

Abstract [7]

The EU ECO-TANDEM Programme project main goal is to boost sustainable tourism development and capacity of tourism SMEs through transnational cooperation and knowledge transfer. Since tourism value chain is today showing a general and shared concern related to “overtourism” impacting on destinations sustainability, this very last represents at the same time a challenge and an opportunity as well. This is primarily due to the unchanged focus on growth of the main tourism businesses and SMEs, and record-breaking numbers of international travellers. As a consequence, an increasing discontent is raising from local communities and broad media coverage which are generating an almost “enforced” shift to holistic destination management. More sustainable and responsible approaches and methodologies will be at the forefront of the tourism value chain: more travellers caring about sustainability, wanting more unique vacations, and seeking to be immersed in local cultures and explore unspoiled environments.This poses the challenge about how the tourism professionals and value chain can cope with responsible and sustainable skills, capacity and technology/process/service innovation. And how to equip EU SMEs in the transition to a more sustainable and responsible approach and service to travellers. There is a need to accelerate and widen the exchange of skills between entrepreneurs and technologists, thus creating a common language and understanding. The challenge is however that people and companies from different disciplines do not naturally cooperate with each other: although companies in tourism are often very open to collaboration, they lack the resources and interdisciplinary skills necessary to organise such collaborations. And here is where the ECO-TANDEM Programme will change the game in the tourism industry.

1.2. List of Beneficiaries

Project Number [1]	951043	Project Acronym [2]	EU ECO-TANDEM

List of Beneficiaries

No	Name	Short name	Country	Project entry month[8]	Project exit month
1	X23 SRL	X23	Italy	1	36
2	SOCIALFARE IMPRESA SOCIALE SRL	SF	Italy	1	36
3	ENIT - Agenzia Nazionale del Turismo	ENIT	Italy	1	36
4	ITALIENISCHE HANDELSKAMMER FUR DEUTSCHLAND	ITKAM	Germany	1	36
5	HHL GEMEINNUTZIGE GMBH	HHL	Germany	1	36
6	SLOVAK BUSINESS AGENCY	SBA	Slovakia	1	36
7	UNIVERSITAET GRAZ	UNI GRAZ	Austria	1	36
8	ARGE ABFALLVERMEIDUNG, RESSOURCENSCHONUNG UND NACHHALTIGE ENTWICKLUNG GMBH	ARGE	Austria	1	36
9	GREEN EVOLUTION ANONYMI ETAIREIA YPIRESION PERIVALLONTOS-ENERGEIAS-OIKONOMIAS ANTHRAKA	GE	Greece	1	36

1.3. Workplan Tables - Detailed implementation

1.3.1. WT1 List of work packages

WP Number[9]	WP Title	Lead beneficiary[10]	Person-months[11]	Start month[12]	End month[13]
WP1	THE ECO-TANDEM ACADEMY: Benchmarking and Transnational Edu/Training Design&Delivery	7 - UNI GRAZ	36.00	2	12
WP2	THE ECO-TANDEM BIZ PROGRAMME: Design and promotion of a cross-border and transnational programme for SMEs eco-transition	2 - SF	49.00	12	24
WP3	THE ECO-TANDEM PILOTS: knowledge and tech transfer and piloting the cooperation	5 - HHL	36.00	22	30
WP4	THE ECO-TANDEM PRIZE: recognising the innovative value and eco-transition and evaluation of results	6 - SBA	27.00	29	34
WP5	THE ECO-TANDEM NETWORK: Communication, Promotion and Dissemination	3 - ENIT	29.00	1	36
WP6	Technical Coordination and Management	1 - X23	24.00	1	36
		Total	201.00		

1.3.2. WT2 list of deliverables

Deliverable Number[14]	Deliverable Title	WP number[9]	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D1.1	D1.1 Stakeholder List and Additional Partners LOS	WP1	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D1.2	D1.2 Stakeholder Analysis Report	WP1	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	2
D1.3	D1.3 Benchmarking Methodological Guide	WP1	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	3
D1.4	D1.4 9 Good Practices Selected	WP1	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	3
D1.5	D1.5 Market Analysis Report	WP1	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	4
D1.6	D1.6 Education Programme Syllabus	WP1	7 - UNI GRAZ	Other	Public	7
D1.7	D1.7 Learning Material and calendar	WP1	7 - UNI GRAZ	Other	Public	8
D1.8	D1.8 Training Programme Syllabus, Learning Material and calendar	WP1	7 - UNI GRAZ	Other	Public	7
D1.9	D1.9 Report on the programmes promotion activities	WP1	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	8
D1.10	D1.10 Report on the programmes delivery	WP1	7 - UNI GRAZ	Report	Confidential, only for members of the consortium	11

Deliverable Number[14]	Deliverable Title	WP number[9]	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
					(including the Commission Services)	
D1.11	D1.11 Report on the results achieved	WP1	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D2.1	D2.1 EU ECO-TANDEM Strategy Plan	WP2	2 - SF	Report	Confidential, only for members of the consortium (including the Commission Services)	13
D2.2	D2.2 EU ECO-TANDEM Governance Model	WP2	2 - SF	Report	Confidential, only for members of the consortium (including the Commission Services)	14
D2.3	D2.3 EU ECO-TANDEM Mechanism and Rules	WP2	2 - SF	Report	Confidential, only for members of the consortium (including the Commission Services)	14
D2.4	D2.4 Call announcement: draft and full release	WP2	2 - SF	Websites, patents filling, etc.	Public	20
D2.5	D2.5 List of Potential TANDEM Advisors	WP2	2 - SF	Report	Confidential, only for members of the consortium (including the Commission Services)	15
D2.6	D2.6 Report on transnational info-days and workshops	WP2	2 - SF	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D3.1	D3.1 Transnational matchmaking events preparation plan (including list of potential TANDEMs; 1to1 interviews with the applicants)	WP3	5 - HHL	Report	Public	23

Deliverable Number[14]	Deliverable Title	WP number[9]	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D3.2	D3.2 Report on the celebration of transnational matchmaking events + results	WP3	5 - HHL	Report	Confidential, only for members of the consortium (including the Commission Services)	25
D3.3	D3.3 Report on Cross-sectorial cooperation: TANDEM pilot cooperations live and results	WP3	5 - HHL	Report	Confidential, only for members of the consortium (including the Commission Services)	29
D4.1	D4.1 Report on the results achieved (Awarding Ceremony)	WP4	6 - SBA	Report	Confidential, only for members of the consortium (including the Commission Services)	30
D4.2	D4.2 Report on the use of the TANDEM vouchers (use of funds)	WP4	6 - SBA	Report	Confidential, only for members of the consortium (including the Commission Services)	33
D4.3	D4.3 Final Evaluation Report (evaluation and selection process)	WP4	6 - SBA	Report	Confidential, only for members of the consortium (including the Commission Services)	31
D5.1	D5.1 Implementation Plan	WP5	3 - ENIT	Report	Confidential, only for members of the consortium (including the Commission Services)	2
D5.2	D5.2 Communication Plan	WP5	3 - ENIT	Report	Confidential, only for members of the consortium (including the Commission Services)	2
D5.3	D5.3 Visual Identity	WP5	3 - ENIT	Other	Public	2
D5.4	D5.4 Website release	WP5	3 - ENIT	Websites, patents filling, etc.	Public	3
D5.5	D5.5 Webzine 1, 2, 3, 4, 5 and distribution report/s	WP5	3 - ENIT	Websites, patents filling, etc.	Public	20

Deliverable Number[14]	Deliverable Title	WP number[9]	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D5.6	D5.6 Webzine 6, 7, 8, 9, 10 and distribution report/s	WP5	3 - ENIT	Websites, patents filling, etc.	Public	36
D5.7	D5.7 Press Releases 1, 2, 3, 4, 5, 6 distribution reports	WP5	3 - ENIT	Other	Public	6
D5.8	D5.8 Press Releases 7, 8, 9, 10, 11, 12 distribution reports	WP5	3 - ENIT	Other	Public	12
D5.9	D5.9 Press Releases 13, 14 ,15, 16, 17, 18 distribution reports	WP5	3 - ENIT	Other	Public	18
D5.10	D5.10 Press Releases 19, 20, 21, 22, 23, 24 distribution reports	WP5	3 - ENIT	Other	Public	24
D5.11	D5.11 Press Releases 25, 26, 27, 28, 29, 20 distribution reports	WP5	3 - ENIT	Other	Public	30
D5.12	D5.12 Press Releases 31, 32, 33, 34, 35, 36 distribution reports	WP5	3 - ENIT	Other	Public	36
D5.13	D5.13 Social Media Report analytics Report	WP5	3 - ENIT	Websites, patents filling, etc.	Public	3
D5.14	D5.14 Event Format Guidelines	WP5	3 - ENIT	Other	Confidential, only for members of the consortium (including the Commission Services)	6
D5.15	D5.15 Printing Materials	WP5	3 - ENIT	Other	Public	6
D5.16	D5.16 Final Dissemination Report	WP5	3 - ENIT	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D5.17	D5.17 Sustainability Plan	WP5	3 - ENIT	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D6.1	D6.1 Collaborative environment setting and use	WP6	1 - X23	Websites, patents filling, etc.	Confidential, only for members of the consortium	1

Deliverable Number[14]	Deliverable Title	WP number[9]	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
					(including the Commission Services)	
D6.2	D6.2 Internal kick-off meeting minute in Bergamo	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	1
D6.3	D6.3 Minute of the mid-term meeting	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	18
D6.4	D6.4 Minute of the final meeting	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D6.5	D6.5 WP1 VM1, WP2 VM2, WP3 VM3, WP4 VM4 minutes	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	34
D6.6	D6.6 WP5 VM5 minutes	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D6.7	D6.7 Quality Committee setting	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	3
D6.8	D6.8 1st Quality Committee report	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D6.9	D6.9 2nd Quality Committee report	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the	24

Deliverable Number[14]	Deliverable Title	WP number[9]	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
					Commission Services)	
D6.10	D6.10 High Level EU ECO-TANDEM Advisory Board setting and meeting minute	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	14
D6.11	D6.11 1 technical progress report covering the first third of the project	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	13
D6.12	D6.12 Report on the Call announcement before publication	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	20
D6.13	D6.13 Report on the improvement in the uptake of sustainable solutions by tourism SMEs supported by the project	WP6	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	36

1.3.3. WT3 Work package descriptions

Work package number [9]	WP1	Lead beneficiary [10]	7 - UNI GRAZ
Work package title	THE ECO-TANDEM ACADEMY: Benchmarking and Transnational Edu/Training Design&Delivery		
Start month	2	End month	12

Objectives

to foster knowledge transfer and to generate spillover on skills development by pushing the boundaries of knowledge and experience;
to identify key stakeholders for contributing to the transnational ecosystem for the project implementation;
to conduct a mapping exercise and detailed check-up of the EU sustainable and responsible tourism ecosystem;
to conduct surveys addressed to the key stakeholders and beneficiaries of the programme (young entrepreneurs, SMEs, startups) and focus groups to collect data and demands;
to design the education and training programme according to the different learning objectives assessed in the benchmarking phase;
to deliver the education and training programmes;
to elaborate a strategy to tackle obstacles for SMEs to achieve the standards certification process;
to detect and engage possible sponsors in order to ensure the project's financial sustainability.

Description of work and role of partners

WP1 - THE ECO-TANDEM ACADEMY: Benchmarking and Transnational Edu/Training Design&Delivery [Months: 2-12]
UNI GRAZ, X23, SF, ENIT, ITKAM, HHL, SBA, ARGE, GE
WP1 will be led by University of Graz and will involve the active support of Green Evolution SA and ARGE. The other Consortium Partners will support in the preparation activities for the design of the programmes.

ACTION A: STAKEHOLDER ANALYSIS AND BENCHMARKING
Task 1.1. Identification of additional partners, key stakeholders and sponsors: In order to better understand the context, the target audience, and to set the ground-base for the project's acceptance and growth, a sound analysis of the stakeholders in each country where the programme will be delivered will be conducted. During the project preparation, many entities have expressed their interest in participating in EU ECO-TANDEM PROGRAMME project. These potential partners will be evaluated following the selection criteria; the already established contact will facilitate the process and will contribute to a strong European added value. The partners intend to involve at least 3 additional partners by signing a Letter of Intent or Letter of Support (LOI or LOS), and demonstrating their commitment to the project, pursuing common objectives. Additional associated partners will not receive funding, for which their workload will be less intensive: they will mainly contribute to support promotion and communication activities. The task will be coordinated by GE and performed by all the Consortium partners for the related country. As a result, a list of stakeholders for the 5 countries will be consolidated.

Task 1.2 Stakeholder analysis: GE will coordinate the stakeholder analysis, advising the project partners on the methodology to be used and the strategy for contacting and involving them (e.g. in the exchange of "good practices", the participation to the education and training series courses, dissemination of project results, etc.). To this end, GE will develop a brief methodology sheet and will distribute an excel table to the partners facilitating the collection of stakeholder data. A strong relevance will be given to educational bodies and standard certification entities, public and private incubators, accelerators, public national and regional bodies in charge of tourism (and sustainable tourism) and entrepreneurship and from the tourism sector, as policy makers and enablers of the startup eco-system; chamber of commerce; tourism clusters or associations, to map pains & gains. The scope is to identify at least 250 stakeholders indicating: "name of the entity", "contact person", "contact data", "legal status", "potential" (of stakeholders), "date of established contact". Specific actions will target SMEs and startups in order to have a clear picture of the potential participants to the ECO-TANDEM programme. Furthermore, possible sponsors will be identified in order to assure the project's financial sustainability beyond the EU co-funding. A survey will be developed and distributed to all stakeholders and potential applicants for identifying success factors, actual challenges and barriers to the EU tourism sector. At least 90 surveys will be consolidated.

Task 1.3 Brief Methodological Guide for mapping innovative initiatives at EU level in the field of sustainable and responsible tourism with specific reference to education and training programmes as well as standards and certifications: the mapping will include both social and ecological dimensions of sustainability and all target groups addressed by the project and others possibly concerned. So, the previously obtained results from the Stakeholder Analysis will be useful to effectively conduct the Benchmarking analysis. To this end, ARGE and GE will support and assist UNI GRAZ (leading the task) in elaborating a concise methodological guideline on how to carry out the benchmarking. All project partners will be provided with an information sheet that should be filled out in English for each of the good practices identified. The information sheet will structure the collection of data and assure that the same type of information will be available for each good practice identified. Project partners will decide on the type of good practices to be collected (e.g. in relation to existing sustainable tourism education programmes, certification and standards, SMEs innovative support services, innovative solutions, responsible programmes, community-based criteria, PPPs, etc.).

Task 1.4 Collection of good practices, which will be integrated in the education & training programmes; Each partner will gather at least 2 “Good Practices” and transfer the information sheets to the WPL who will classify them by types of “Good Practices” (narrative and focus: SMEs and sustainable tourism). UNI GRAZ will lead the celebration of a virtual meeting in which the project partners will select the “Good Practices” (GPs) to be used to create/integrated the content of the webinar series course, the digital learning materials for the course. Selection criteria to be kept in mind are the following: relevance of the GP to the project and relevant stakeholders, degree of transferability, innovativeness of the GP, etc. The information of the GPs collected will be structured by types of themes and will be sent to all partners one week before the celebration of the meeting in order for all partners to efficiently prepare for the meeting.

Task 1.5 Market analysis: ARGE, supported by ENIT and GE, will execute the market analysis for gathering relevant data to analyse the present obstacle in the adoption of a more sustainable and responsible approach to tourism for tourism stakeholders and SMEs in particular. To this end, a brief methodology sheet will be developed for the collection of stakeholders data. A mapping exercise of the market conditions at EU level will be conducted to identify gaps to be bridged, barriers and potential counter-measures. WP1L will also gather information from a few relevant focus groups involving startups incubators, accelerators, co-working spaces for setting up the engagement phase. All the results collected will be summed up in a market report and delivered to WP2L and WP3L for the following actions.

ACTION B: DESIGN OF THE EDUCATION & TRAINING PROGRAMMES
Task 1.6 Design of a transnational education programme on sustainable tourism management and circular economy (seminars and workshops series): The education programme will target young entrepreneurs, tourism professionals in the public and private sector, SMEs managers (with a specific focus on Hotels and similar accommodation; Holiday and other short-stay accommodation; Camping grounds, recreational vehicle parks and trailer parks; Travel agency, tour operator reservation service and related activities). UNI GRAZ will lead the task and will work in close relationship with ARGE for the design of the programme structure, learning objectives and outcomes as well as the delivery model and plan. As a result of the design phase, the education programme syllabus will be consolidated.

Task 1.7 Consolidation of the education programme learning material and calendar set up: The content will be divided into modules that are based on the Graz Model for Integrative Development (MADER 2009) and they will also integrate specific modules about EU Ecolabel, EMAS and GSTC Criteria to inform about certification schemes creating incentives for, among others, those managing tourism accommodation services to keep to environmental standards and green their operations. EMAS, in particular, will be part of the programme as stand-alone module to show how to improve environmental performance within economic and service sectors. Key topics will deal with:
1. Leadership & Vision
2. Social Network
3. Participation
4. Education & Learning
5. Research Integration

The same model will serve as an assessment tool to analyse sustainability processes that are relevant for tourism stakeholders, by integrating them with European Tourism Indicator System (ETIS). Such processes will be included as practical examples during the programme, presented with the support of external experts. As a result of the task, the learning material will be consolidated and produced by UNI GRAZ, ARGE.
The education programme will be delivered online via a platform (Moodle) and additionally in real-time e-conferencing sessions.

Task 1.8 Design of a transnational training focused on industry-specific skills improvement around standards for sustainability in travel and tourism targeting SMEs and startups profiles and training material consolidation: A design of the transnational training will be created, focusing on industry - specific skills improvement around the standards for sustainability in the tourism industry. More specific, it will be focused on the SMEs related with all the supply chain of

Tourism, emphasising in accommodation, Tour Operators, Technology Oriented Start-ups that are in the tourism value chain and related not only on the individual level but also at the destination level. Task Leader, Green Evolution, will lead the training material preparation and training execution in 4 countries (1 Pilot in Greece, 3 Productive in Italy (x1), Germany (x1), Slovakia (x1)), in the selected groups of SMEs.
The skills that will be targeted for improvement / upgraded based on the sustainable tourism needs for the selected SMEs will be associated with all the phases of a start-up:
Ideating
Conceiving
Committing
Validating
Scaling
Establishing
but also an upgrade / acceleration of a typical SME :
Evaluation of present status
New vision and goals
Innovation
Re-engineering
Experimental Actions / Test
Pilot Process
Commercial Phase

Initially, GE will identify the training needs for each group (SMEs, start-ups vs acceleration), for each sector of focus in tourism. Then, an essential introduction for each case in business continuity will be designed for the sustainable development process and vision, via the utilization of European and Global Standards bases and good practices. ETIS, Eco Label and GSTC Criteria will be utilised, in order to achieve these targets, giving all the efforts in order to formulate the best training for each specific business case.
Next, the training content will be designed and delivered by Green Evolution, in English and it will be focused for use in transnational audience (4 countries: Italy, Germany, Slovakia, Greece), with different cultures and training systems.
The training activity will be designed, like it was mentioned above into
1 pilot cycle, in Greece
1 production cycle in Italy, Germany, Slovakia
The means of the proposed training will utilise class training but also on-site training and experience in the field, maximizing the exposure of the trainees in Tourism Industry in realistic conditions. The trainers will come from GE but also it will be investigated a train the trainer event in Greece for Project Partners in order to be able to run the training, after the first round organised by GE, by their own means under the supervision of the Training manager, GE.
For the evaluation of the training results and outcomes, an evaluation system will be designed and implemented, which will take into account a number of parameters in training phase but also in the SME implementation phase of all the training issues, including certification readiness under the available sustainable tourism certification areas. For this evaluation, GE will collaborate with the other partners.

ACTION C: ENROLMENT AND DELIVERY
Task 1.9 Promotion of the programmes and recruitment of participants: All partners will be in charge of promoting the training course delivery and to engage the participants identified. ENIT, as Communication Manager, will supervise all the promotional activities in order to get the max. outreach. For each participating country represented by EU ECO-TANDEM Programme partners, a number of 15 participants will be admitted (total of 150 participants) to the education programme which will have an adequate duration, taking into account the limited time availability of the participants. This will facilitate the participation of a larger number of stakeholders and increase the project's impact. The education programme will be celebrated in a time period that is coherent with the countries business calendar and delivered by the Consortium partners who will select the key people responsible for delivering the course internally. Registration to the different remote sessions via Zoom platform will be promoted at least 1 week ahead of the delivery date via email campaign; a specific section of the EU ECO-TANDEM Programme website will be dedicated to broadly promote the programme and participants could be also registered directly from there.

Task 1.10 ECO-TANDEM ACADEMY: Delivery of the programmes: The education programme will be accessible through a period of 10 weeks in order to consider a time span large enough to complete the programme, respecting a limited daily availability of the participants. Similarly, the training program me will be accessible over a period of 8 weeks. Since the modules will be delivered live, the session will be recorded and the resulting video will afterwards be available for download on the project's website or YouTube/Vimeo project's official channel. A group will be opened onto Slack or mobilise.me digital platforms as discussion forum in English to foster intercultural exchange on the different good practices and experiences with the same challenges. This group will be moderated by the ARGE supported by ENIT. In addition to this, each project partner will be responsible to moderate the discussion group in their own language. The group will be accessible during the implementation of the training course. For those participants who wish to learn more about a specific good practice or module, the partners will provide further and personalised assessment.

Task 1.11 Reporting the results achieved: In order to constantly improve this activity, participants to both programmes and the online assessment will be asked to fill in an evaluation questionnaire, elaborated and collected by WP1L, disseminated by ENIT and measured and evaluated by the UNI GRAZ.
The results collected will feed a final Report with recommendations to the policy makers.

Participation per Partner

Partner number and short name	WP1 effort
1 - X23	3.00
2 - SF	2.00
3 - ENIT	2.00
4 - ITKAM	1.00
5 - HHL	1.00
6 - SBA	3.00
7 - UNI GRAZ	8.00
8 - ARGE	6.00
9 - GE	10.00
Total	36.00

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D1.1	D1.1 Stakeholder List and Additional Partners LOS	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D1.2	D1.2 Stakeholder Analysis Report	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	2
D1.3	D1.3 Benchmarking Methodological Guide	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	3
D1.4	D1.4 9 Good Practices Selected	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including	3

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
				the Commission Services)	
D1.5	D1.5 Market Analysis Report	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	4
D1.6	D1.6 Education Programme Syllabus	7 - UNI GRAZ	Other	Public	7
D1.7	D1.7 Learning Material and calendar	7 - UNI GRAZ	Other	Public	8
D1.8	D1.8 Training Programme Syllabus, Learning Material and calendar	7 - UNI GRAZ	Other	Public	7
D1.9	D1.9 Report on the programmes promotion activities	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	8
D1.10	D1.10 Report on the programmes delivery	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	11
D1.11	D1.11 Report on the results achieved	7 - UNI GRAZ	Report	Confidential, only for members of the consortium (including the Commission Services)	12

Description of deliverables

D1.1 : D1.1 Stakeholder List and Additional Partners LOS [12]
Listing all the Stakeholder and Additional Partners LOS for engagement and support and for extending the network

D1.2 : D1.2 Stakeholder Analysis Report [2]
Analysing the results from the stakeholder mapping and engagement strategy

D1.3 : D1.3 Benchmarking Methodological Guide [3]
Describing the approach and methodology for carrying out the benchmarking

D1.4 : D1.4 9 Good Practices Selected [3]
Report summarising the 9 Good Practices selected

D1.5 : D1.5 Market Analysis Report [4]
Market Analysis Report

D1.6 : D1.6 Education Programme Syllabus [7]
Summarising the Education Programme including the main topic and structure

D1.7 : D1.7 Learning Material and calendar [8]
Learning Material and delivery calendar

D1.8 : D1.8 Training Programme Syllabus, Learning Material and calendar [7]
Training Programme Syllabus, Learning Material and calendar for the delivery

D1.9 : D1.9 Report on the programmes promotion activities [8]
Reporting about the programmes promotion activities

D1.10 : D1.10 Report on the programmes delivery [11]
Reporting on the programmes delivery

D1.11 : D1.11 Report on the results achieved [12]
Reporting on the results achieved

Schedule of relevant Milestones

Milestone number[18]	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS8	9 final Good Practices selected	7 - UNI GRAZ	3	Good Practices selected as ground base for the elaboration of the training programme
MS9	Market Research Report	7 - UNI GRAZ	4	The market research report is completed as ground base for the design of the tourism product
MS10	Education and Training programme delivery	7 - UNI GRAZ	9	The training programme is ready for the delivery; all partners ready for delivering their own Modules accordingly

Work package number [9]	WP2	**Lead beneficiary** [10]	2 - SF
Work package title	THE ECO-TANDEM BIZ PROGRAMME: Design and promotion of a cross-border and transnational programme for SMEs eco-transition		
Start month	12	**End month**	24

Objectives

scouting breakthroughs and innovative solutions to key challenges in sustainable and responsible tourism value chain via cross-cooperation
to elaborate the EU ECO-TANDEM strategic plan, vision and scope
to define the governance model and programme mechanism
to set up the programme and prepare the action
to engage applicant and select them
to launch the programme

Description of work and role of partners

WP2 - THE ECO-TANDEM BIZ PROGRAMME: Design and promotion of a cross-border and transnational programme for SMEs eco-transition [Months: 12-24]
SF, X23, ENIT, ITKAM, HHL, SBA, UNI GRAZ, ARGE, GE
The WP2 will be led by Social Fare with the key contribution of X23, HLL, ITKAM, ENIT and SBA. The other partners will contribute to the promotion of the programme and engagement of additional partners for the governance model.

ACTION A: ASSESSMENT & DESIGN OF THE TRANSNATIONAL PROGRAMME
Task 2.1 Elaboration of the EU ECO-TANDEM strategy: The task will be performed by X23 and Social Fare. Basing on the results achieved in WP1 (Stakeholders and market analysis), a marketing strategy will be elaborated for EU ECO-TANDEM programme.The strategy, will define the following:
short-medium term objectives for the programme and specifically for the incubators / accelerators implementing the programme as well as SMEs and startups expected results to be achieved;
tactical actions at EU level and related key indicators.

Task 2.2 Definition of the governance model and key players:
a) Key players and evangelists: In order to pave the way for a powerful and engaging EU ECO-TANDEM network and community, a critical mass of stakeholders, final beneficiaries and relevant entities need to be included as additional associated partners. In order to guarantee a proper and fully coverage of the EU, the Consortium partners will strongly rely on their existing wide networks and expertise in the field of SMEs and startups support. So, targeted action will be put in place in coordination with WP1 task for adding Associated Partners (36 in 3 years) to stimulate the cooperation specifically with incubators, accelerators and co-working spaces. This will be done by an intense social media posting and by exploiting all the BSOs and incubators/accelerators network. All partners will be involved, with a higher effort from X23, SocialFare, HLL and SBA
b) Setting up of the Programme governance model: All partners will be involved in the setting up and programme model designed for having:
National Coalitions for each EU Member States grouping together all the educational and training bodies in the field of sustainable and responsible tourism interested to contribute to the Academy and to deliver the programmes;
Country Managers for each EU Member States responsible for spreading out the programme and to engage local incubators and accelerators or SMEs associations and BSOs;
National Antenna Partners for EU macro-regions (Nordics, South Europe, Central Europe, etc.) for coordinating the engagement and network activities.
The model, design by X23, will be reviewed (if needed) and validated according to the different results achieved along the implementation plan.
All partners will be contributing to the creation of the model. The expected result at the end of the 3-year term will be to have the EU ECO-TANDEM Coalition set up, validated and memberships consolidated: all the members who expressed their interest in playing a role will be contacted, their expression of interested validated, and a specific agreement for regulating their roles, responsibilities, potential conflicts of interest and duration will be signed by both parties.
c) Setting up of the internal decision making structure: coordinated by the WP2L, X23, HLL, ENIT, ITKAM and SBA, will set up and form the following internal decision making structure for the biz programme to be executed:

A High Level EU ECO-TANDEM Advisory Board: each partner will suggest 2 members according to the rule of engagement: a minimum of 50% of private investors (bankers, private equity fund managers, business angels) and 50% of tourism sector and sustainability experts. A member of the Commission will be invited as an observer. The Board will chair at the beginning of the programme delivery and will be responsible for selecting the final SMEs and startups to be awarded with the "TANDEM" financial support (vouchers). A specific code of conduct will be elaborated, including the counter-measure in the event one member needed to be substituted. The members of the Advisory Board will chair remotely the first time at M6 for kicking off the activities, while the selection process will be carried out remotely. During each coordination meeting set up for the selection process, the outcomes of the evaluation of the candidate tourism SME and startup will be fully assessed and evaluated; interview (web-based) with the candidates will be scheduled in case a few relevant issue need to be investigated. In parallel, monitoring and evaluation activities will be carried out by the Quality Committee and reviewed.
External TANDEM Advisors will be selected for the screening of the applications and for providing assistance during the pilot actions. At least 12 TANDEM Advisors will be selected through a "Call for Advisors" published on the project website. A specific code of conduct and commitment will be signed with them including conflict of interest measures. HHL will be in charge of coordinating the selection procedure. A list of final TANDEM Advisors + 6 back-up will be consolidated.

Task 2.3 Designing the cross-border and transnational TANDEM programme rules and mechanism basing on the Good Practices listed
a) Structure and mechanism:
Social Fare and X23 will design the programme to be built on the following pillars:
ECO-TANDEM ACADEMY
ECO-TANDEM PRIZE
ECO-TANDEM NETWORK
The design of the programme will privilege a smooth and agile mechanism:
info-events and workshops to launch and promote the programme locally at two levels:
on one side, by EU tourism SMEs interested in "eco-transition";
on the other, by EU startups interested in providing their innovative solutions for enabling the tourism SME eco-transition
open calls for participation (for SMEs and startups) to solve specific challenges in the tourism value chain (sustainability and responsibility in tourism)
call for external advisors
matchmaking events (Italy, Germany and Slovakia) for creating the TANDEM (1 tourism SME+1 startups - cross-sectorial and transnationality will be encouraged)
commitment and plan of action for solving the challenge to be ready and submitted in 2 months
selection of the winner TANDEMs and financial support provided
reporting and follow up
Extensive cooperation with the EU startup ecosystem stakeholders (public authorities, enterprise association, startup clubs and networks, chamber of commerce, public business support organisations) will be ensured to attract tourism SMEs and startups and to ensure a magnitude of participation from all the countries involved.
b) Rules for participation (SMEs, startups, advisors)
A clear, simple but smooth rule for the competition based on open calls will be elaborated by HHL and disseminated to all partners, including privacy and IPR protection.
A plan for the conception, organisation and celebration of the recruitment and selection of SMEs, startups and external Advisors at national and EU level will be elaborated by SBA to be used as the reference document for the Consortium partners as well as for the National Coalition Responsibles, Country Managers and Antenna Partners and shared with X23, SF and HLL for implementation.
Rules for selection will be based on the following key criteria:
Excellence. The proposal(s) selected for funding must demonstrate a high quality in the context of the topics and criteria set out in the call;
Transparency. Funding decisions must be based on clearly described rules and procedures, and all applicants should receive adequate feedback on the outcome of the evaluation of their proposals;
Fairness and impartiality. All proposals submitted to a call are treated equally. They are evaluated impartially on their merits, irrespective of their origin or the identity of the applicants;
Confidentiality. All proposals and related data, knowledge and documents are treated in confidence;
Efficiency and speed. Evaluation of proposals and award of the financial support should be as rapid as possible, commensurate with maintaining the quality of the evaluation, and respecting the legal framework.
3 main phases:

CALL PREPARATION/PUBLICATION;
EVALUATION AND SELECTION;
REPORTING

ACTION B: SETTING UP OF THE PROGRAMME
Task 2.4 Set up of the call application requirements and evaluation criteria: X23 will be in charge of the Call Announcement (open for 2 months) and will inform the EASME Project Adviser about the call contents at least 30 days prior to its expected date of publication, by submitting the draft Call Announcement, full details and a reference to the relevant web page where the full details are to be published as deliverable for approval. A complete test version of the website (call page) will be then made available for the Project Adviser to verify at least 5 days before the expected date of publication of the Call Announcement.
Mandatory contents will be the following:
Support scheme for SMEs offered (objectives for the programme, activities offered/organised; benefit for the selected SMEs; objectives set for SMEs participating)
List of the types of activities eligible for financial support
Applicants eligibility criteria (type of organisation, country covered, etc.)
Awarding criteria for financial support
Description of the organisation and reason why for best fit in the programme
Type of support provided
Reporting rules and IPR management
GDPR compliance
Deadline for application and time to inform applicants ((website publication local time)
The call will be open preferably on a Wednesday (to guarantee two working days after the call to deal with any unresolved problem) and will be closed at 17h00 local time. X23, SocialFare, HLL and SBA will be managing the process. Applicants will be asked to submit their applications by email and on receipt of each application an “Acknowledgment of Receipt” email will be sent to the applicants. No late submissions will be accepted and in case, they will be returned via email stating "call closed".
The received applications will be evaluated by the external advisors (Consortium partners can also be involved in the process; back-up advisors will be also selected) by six weeks in the light of the criteria laid down in the Full Call Details. Each TANDEM Advisor will record his/her individual opinion of each application on the evaluation form and will then get ready for a single “consensus” form for each application, representing opinions and scores on which the evaluators agree and which they will sign. As a result, the evaluators will generate a ranked list, or several ranked lists if the call is in different parts. 80 SMEs/startups maximum will be screened in this phase and the participation to the education and training programme will be an asset.
According to the scores and ranking the winners will be informed and called to participate at the matchmaking event for creating the TANDEM.

Task 2.5 Recruitment of TANDEM Advisors: HHL will elaborate the call for TANDEM Advisors to be published on the project website. The applications will be screened by the Quality Committee and the final 15 advisors + 6 back-up profiles for the call will be listed as soon as the call will be closed. Advisors will be asked to sign a formal commitment including measure for avoiding conflicts of interest.

ACTION C: ECO-TANDEM PROGRAMME PROMOTION & LAUNCH
Task 2.6 Promotion and Launch of the ECO-TANDEM CRACKING THE CHALLENGE: SocialFare will coordinate the promotion of the programme together with ENIT and all the partners contribution, providing guidelines to all the key actors for the best awareness raising and the best engagement. For maximising the outreach, EU ECO-TANDEM info-day and workshops targeting specifically SMEs, startups will be organised at local level in all countries (1 info event per partner). ENIT will be in charge of designing the printing materials for promotion purposes: posters (200), flyers (500) and rolls up (10) to be distributed for further dissemination at local level to spread the awareness out. As a further mean of promotion and knowledge dissemination, at least 1 workshop will be celebrated at local level targeted to startups to present the initiative, provide technical and administrative information and to stimulate the application to the selection. The project website will extensively support the promotion action; a blog and media section will be created onto the website and at least 3 posts per month will be published to boost the engagement of the startups and SMEs.

Participation per Partner

Partner number and short name	WP2 effort
1 - X23	12.00
2 - SF	15.00
3 - ENIT	3.00
4 - ITKAM	4.00
5 - HHL	2.00
6 - SBA	10.00
7 - UNI GRAZ	1.00
8 - ARGE	1.00
9 - GE	1.00
Total	49.00

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D2.1	D2.1 EU ECO-TANDEM Strategy Plan	2 - SF	Report	Confidential, only for members of the consortium (including the Commission Services)	13
D2.2	D2.2 EU ECO-TANDEM Governance Model	2 - SF	Report	Confidential, only for members of the consortium (including the Commission Services)	14
D2.3	D2.3 EU ECO-TANDEM Mechanism and Rules	2 - SF	Report	Confidential, only for members of the consortium (including the Commission Services)	14
D2.4	D2.4 Call announcement: draft and full release	2 - SF	Websites, patents filling, etc.	Public	20
D2.5	D2.5 List of Potential TANDEM Advisors	2 - SF	Report	Confidential, only for members of the consortium (including the Commission Services)	15
D2.6	D2.6 Report on transnational info-days and workshops	2 - SF	Report	Confidential, only for members of the consortium (including the Commission Services)	24

Description of deliverables

D2.1 : D2.1 EU ECO-TANDEM Strategy Plan [13]
Rationale of the EU ECO-TANDEM Strategy Plan

D2.2 : D2.2 EU ECO-TANDEM Governance Model [14]
Rationale of the EU ECO-TANDEM Governance Model

D2.3 : D2.3 EU ECO-TANDEM Mechanism and Rules [14]
Rationale for the EU ECO-TANDEM Mechanism and Rules

D2.4 : D2.4 Call announcement: draft and full release [20]
Call announcement: draft and full release

D2.5 : D2.5 List of Potential TANDEM Advisors [15]
Listing the Potential TANDEM Advisors

D2.6 : D2.6 Report on transnational info-days and workshops [24]
Reporting on transnational info-days and workshops

Schedule of relevant Milestones

Milestone number[18]	**Milestone title**	**Lead beneficiary**	**Due Date (in months)**	**Means of verification**
MS11	The Biz Programme model, governance and structure is ready	2 - SF	14	The Biz Programme is completed and summarise the model, governance and structure
MS12	Info-day and workshops celebration	2 - SF	17	Local info-events and workshops celebrated and feedback, inputs from the stakeholders collected

Work package number [9]	WP3	**Lead beneficiary** [10]	5 - HHL
Work package title	THE ECO-TANDEM PILOTS: knowledge and tech transfer and piloting the cooperation		
Start month	22	**End month**	30

Objectives

Igniting mutual learning, collaboration and sharing of experiences
to stimulate SMEs and startups relationship;
to facilitate successful matching according to the Quality Standards set out;
to develop corrective measures to ensure a broad spectrum of participants (SMEs and startups);
to facilitate 1to1 interview for mutual understanding;
to formalise the TANDEM Commitment
to achieve mutual agreement on TANDEM Commitment from SMEs and startups;
to set objective(s), activity plan, responsibilities, expected outcomes, impacts;
to launch and deliver the TANDEM Pilot Cooperation

Description of work and role of partners

WP3 - THE ECO-TANDEM PILOTS: knowledge and tech transfer and piloting the cooperation [Months: 22-30]
HHL, X23, SF, ENIT, ITKAM, SBA
The WP3 will be lead by HHL given the expertise in the startup support and the capacity to organise events around startups and business conferences. ITKAM, high skilled in the support service to SMEs and the expertise in organising business meetings and matching event, will strongly support the WP3L. X23, SocialFare and ITKAM will contribute to the activities for the local implementation of the matchmaking events.

ACTION A: RELATION BUILDING AND COMMITMENT
Task 3.1. Building relationships and matchmaking: As a result of the interests collected during the promotional and enrolment activities (WP2) and resulting from the application to the call, assessment of applicants and potential matching relationships will be developed, outlining mutual interests and benefits and matching requirements. On top of that, and post the evaluation and ranking list, HHL will coordinate the partners in listing the potential matching and will produce a final list of short-listed applicants.
a) 1 to 1 interviews: On top of that 1to1 interviews will be run to double check the participation criteria (e.g. Business Plan) and to understand the real commitment of the SMEs and startups, their capacity to calculate and manage risks in the business arena. Corrective measures will be set up in case of eventual insufficient SMEs or startups application (activating synergies with SMEs associations, incubators and accelerators in the area; ad hoc initiatives involving EEN offices). HHL, SocialFare, SBA will be active in assessing applications, with the support of ITKAM and X23. At least 60 1to1 interviews will be conducted by each partner, monitored by the Q&EM, while the process will last 15 days.
b) matchmaking events: ITKAM will be responsible for providing a comprehensive picture of the potential matches and to design the format of the event (according to the online or off-line option). The format guideline will be then shared with the partners for start planning the event to be celebrated in Italy, Germany and Slovakia. X23 and SocialFare are will cooperate together for the organisation and the celebration of the Italian event; HHL and ITKAM will be in charge of the German event; SBA will be in charge of the event in Slovakia. The event could be celebrated physically or online and will register the participation of at least 30 SMEs/startups per event (90 in total). The scope is to create at least 30 TANDEMs (1 startup + 1 SMEs, no country limit, while transnationality will be an asset).

Task 3.2 Celebration of the matchmaking events and TANDEM Commitment: ITKAM will coordinate the calendar planning of all the matchmaking events. SocialFare + X23, HHL+ITKAM and SBA will be in charge of selecting the venue (if off-line), invite speakers (to increase attractiveness), organise the matchmaking process, which will be facilitated by the Vestbee platform. ENIT will promote the matchmaking events at international level with the support of the WP3 involved partners.
X23+SocialFare, HHL+ITKAM and SBA will define the “ECO-TANDEM Challenge/s” to be tackled by the TANDEMEES basing on the problems to solve/needs posed by tourism SMEs and the innovative solutions (product, process or service-based) brought by the startups. As a result, SBA will finalise the Challenge or the list of Challenges in a final Matchmaking Events Outline Report.

The event will last one day and the purpose is to create 30 TANDEMs in total (60 companies involved). During the matchmaking event, X23+SocialFare, HHL+ITKAM and SBA will launch the “ECO-TANDEM Challenges” to be tackled.
Once a match is finalised (during the event), the parties involved must agree on a ECO-TANDEM Commitment defining the scope of the cooperation, the activity plan, the responsibilities, the expected outcomes, the duration, the IPR issues, the costs involved. A template will be elaborated by HHL.

ACTION B: DELIVERING THE ECO-TANDEM PILOTS COOPERATION
Task 3.3 Cross-sectorial cooperation, plan of action and evaluation: Each TANDEM will have to elaborate a plan of action for the selected challenge, so SBA will be in charge to define the requirements to be included in the template, i.e.:
- The Problem to solve
- The actual barriers or obstacles
- The solution
- Benefit for the SMEs and impacts
- The action plan
- The costs

The template will also provide info about the rules for the selection of the best TANDEM plan and scores:
● Excellence. The proposal(s) selected for funding must demonstrate a high quality in the context of the topics and criteria set out in the call;
● Transparency. Funding decisions must be based on clearly described rules and procedures, and all applicants should receive adequate feedback on the outcome of the evaluation of their proposals;
● Fairness and impartiality. All proposals submitted to a call are treated equally. They are evaluated impartially on their merits, irrespective of their origin or the identity of the applicants;
● Confidentiality. All proposals and related data, knowledge and documents are treated in confidence;
● Efficiency and speed. Evaluation of proposals and award of the financial support should be as rapid as possible, commensurate with maintaining the quality of the evaluation, and respecting the legal framework.

The TANDEMEES will have 45 days for the elaboration of the plan of action to be sent via email to the WP4L, who will be in charge of managing the process with the cooperation of SocialFare, HHL as follow:
- list the plans received so far by all the partners
- appoint the evaluators (15 in total + 5 back-up)
- distribute the received plans to the evaluators (2 evaluators per plan)
- managing the evaluation process via DEALMATRIX platform
- identifying the winners

At the end of the evaluation process, the High-Level Advisory Board will be called out for the selection of the winners. At the end of the process, a final list of TANDEM winners will be consolidated by HHL.

Participation per Partner

Partner number and short name	WP3 effort
1 - X23	10.00
2 - SF	5.00
3 - ENIT	5.00
4 - ITKAM	5.00
5 - HHL	6.00
6 - SBA	5.00
Total	36.00

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D3.1	D3.1 Transnational matchmaking events preparation plan (including list of potential TANDEMs; 1to1 interviews with the applicants)	5 - HHL	Report	Public	23
D3.2	D3.2 Report on the celebration of transnational matchmaking events + results	5 - HHL	Report	Confidential, only for members of the consortium (including the Commission Services)	25
D3.3	D3.3 Report on Cross-sectorial cooperation: TANDEM pilot cooperations live and results	5 - HHL	Report	Confidential, only for members of the consortium (including the Commission Services)	29

Description of deliverables

D3.1 : D3.1 Transnational matchmaking events preparation plan (including list of potential TANDEMs; 1to1 interviews with the applicants) [23]

Transnational matchmaking events preparation plan (including list of potential TANDEMs; 1to1 interviews with the applicants)

D3.2 : D3.2 Report on the celebration of transnational matchmaking events + results [25]

Report on the celebration of transnational matchmaking events + results

D3.3 : D3.3 Report on Cross-sectorial cooperation: TANDEM pilot cooperations live and results [29]

Reporting the Cross-sectorial cooperation: TANDEM pilot cooperations live and results

Schedule of relevant Milestones

Milestone number[18]	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS13	The Announcement call is launched	5 - HHL	21	The Annaouncement call is ready and launched.

Work package number [9]	WP4	**Lead beneficiary** [10]	6 - SBA
Work package title	THE ECO-TANDEM PRIZE: recognising the innovative value and eco-transition and evaluation of results		
Start month	29	**End month**	34

Objectives

● Enhancing different approaches for pursuing the common goal and recognising the lesson learnt
● to gather evidence that the pilot cooperation effectively took place for financial support to be provided;
● to establish the ECO-TANDEM Agreement for financial support;
● to provide the ECO-TANDEM vouchers;
● to follow up the evolution of the pilot cooperation and the results achieved at the end of stay.

Description of work and role of partners

WP4 - THE ECO-TANDEM PRIZE: recognising the innovative value and eco-transition and evaluation of results [Months: 29-34]
SBA, X23, SF, ENIT, ITKAM, HHL, GE
The WP will be led and coordinated by SBA given their expertise in providing assistance and support services to SMEs and startups and in managing and reporting financial support to SMEs. ENIT will be involved for the organisation of the Final Event and Awarding Ceremony for pushing the communication at EU level. X23, SocialFare, HHL, ITKAM will provide support to the extent of their full involvement in the delivery of the biz programme.

ACTION A: RECOGNISING THE RESULTS ACHIEVED
Task 4.1 Results achieved: awarding ceremony: All the TANDEMEEs winners will be invited in the final dissemination event and awarding ceremony to present the plan of action, the next steps, and to provide the opportunity for the startups to showcase their business to the audience. The event will also have the scope to show the results achieved by the project, including the training programmes delivered so far.
To this purpose, ENIT will be in charge to organise the final event and awarding ceremony in Brussels, supported by SBA. The final venue and city will be in any case confirmed by the Consortium partners 1 month ahead. ENIT will be also in charge to elaborate the printing material for the event, as well as for the production of the trophy/certificates for the winners.
ENIT will be in charge of broadly promoting the event at least 4 months ahead with the support of the Consortium partners.
The High-Level Advisory Board will be invited as well as the TANDEM Advisors selecting the plans and all the organisation stepping in during the project implementation (including the National Coalition Representatives; the Country Managers; the Regional Antenna Partners).
The scope is to announce the EU ECO-TANDEM for Tourism Coalition and to present the upcoming 2-year programme.
At least 250 participants will attend the final event.

Task 4.2 Financial support assignment (vouchers) and use of fund plan: Ahead of the awarding ceremony, the winner TANDEMEEs will be requested to sign a TANDEM Agreement for financial support (voucher equal to EUR 13.000 per TANDEM) will be provided. The voucher will be used by the winner to cover:
● travel, registration and accommodation costs to attend:
○ green certification courses;
○ study visit at the startup premises to further implement the solution designed in the Plan of Action;
○ coaching and mentoring sessions for a feasibility study;
○ participation fees to green-oriented events at EU level
● investment for the uptake of sustainable or green solutions such as:
○ compliance adaptation for certification schemes including costs of certification or standardisation.
○ advisory services in the field of market analysis (sustainability need with respect to a specific customer segment for the SME)
○ skills improvement (e.g. the environmental and social impact of the operations of SMEs, in managing operations in a more environmentally-friendly manner etc.).
An advance payment equivalent to 60% of the financial support agreed will be transferred to the SMEs at the sign of the TANDEM contract. The payment of balance will be done as soon as the financial reporting documenting the cost claimed for the implementation of the solution will be validated by the Consortium partners.

SBA will produce a template of the TANDEM Financial Agreement to be circulated to SocialFare+X23, HHL. 30 TANDEM Financial Agreements will be closed during the project duration. All the filled in and signed Financial Agreement will be consolidated in a unique pdf. for record by SBA.

ACTION B: MEASURING THE RESULTS AND USE OF FUNDS
Task 4.3 Follow up and results measuring: one month after the conclusion of the final evaluation process and of the awarding ceremony, SBA, supported by SocialFare, HHL, Itkam, GE will elaborate a written report to be delivered to the EASME Project Adviser documenting the evaluation and selection process, according to the following key points:
● A report of the call and its evaluation (including e.g. dates of call, publications used, dates of evaluation etc.), and the outcome indicating the selected applicant(s);
● A listing of applications received, identifying the proposing organisations involved (name and address)
● The names and affiliations of the evaluators/experts involved in the evaluation;
● If the applicant selected was not the highest scoring one, providing and proving the objective reasons why the highest scoring one was passed over.
● The signed individual and consensus forms – alongside all other relevant documents - used in the evaluation should be retained by the beneficiaries for at least 5 years since ex-ante or ex-post financial and/or auditing checks may be carried out accordingly by the contracting authority.
The winner TANDEMEEs will be called out in a virtual meeting 1 month after the awarding ceremony to check the progress done so far and for detailing the actions taken and the results achieved. The virtual meeting planning will be coordinated by SBA, while the different meetings celebrated by X23+SocialFare for Italy, HHL+ITKAM for Germany and SBA for Slovakia.
The inputs will be recorded in a final Evaluation Report by SBA and will be delivered to the EASME Project Adviser

Participation per Partner

Partner number and short name	WP4 effort
1 - X23	5.00
2 - SF	2.00
3 - ENIT	2.00
4 - ITKAM	3.00
5 - HHL	1.00
6 - SBA	12.00
9 - GE	2.00
Total	27.00

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D4.1	D4.1 Report on the results achieved (Awarding Ceremony)	6 - SBA	Report	Confidential, only for members of the consortium (including the Commission Services)	30
D4.2	D4.2 Report on the use of the TANDEM vouchers (use of funds)	6 - SBA	Report	Confidential, only for members of the consortium (including	33

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
				the Commission Services)	
D4.3	D4.3 Final Evaluation Report (evaluation and selection process)	6 - SBA	Report	Confidential, only for members of the consortium (including the Commission Services)	31

Description of deliverables

D4.1 : D4.1 Report on the results achieved (Awarding Ceremony) [30]
Reporting on the results achieved (Awarding Ceremony)

D4.2 : D4.2 Report on the use of the TANDEM vouchers (use of funds) [33]
Reporting the use of the TANDEM vouchers (use of funds)

D4.3 : D4.3 Final Evaluation Report (evaluation and selection process) [31]
Final Evaluation Report (evaluation and selection process of the Call for financial support for third parties - tourism SMEs)

Schedule of relevant Milestones

Milestone number[18]	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS14	Report on the use of the TANDEM vouchers	6 - SBA	33	The vouchers are assigned and use of funds reported

Work package number [9]	WP5	**Lead beneficiary** [10]	3 - ENIT
Work package title	THE ECO-TANDEM NETWORK: Communication, Promotion and Dissemination		
Start month	1	**End month**	36

Objectives

● promoting and disseminating the results achieved impacting the society at a broader level
● to ensure communication on the project's activities on an ongoing basis, both to network partners and to relevant stakeholders outside the network;
● to ensure dissemination of the project's results and findings, both among project partners and beyond, to the wider community of relevant stakeholders;
● to effectively engage the direct beneficiaries and to stimulate them to interact on social media channels for a proper engagement;
● to guarantee the visibility of the co-financing of the European Union (Co-funding of the European Union will be duly mentioned in all project publications and products);
● Main activities will deal with:
○ Study and Development of the Implementation Plan;
○ Study and Development of a Communication and Dissemination Plan;
○ Creation of the official website and related digital/traditional communication tools/materials (webzine, social media accounts, etc.);
○ Promotion and dissemination of events (workshops, seminars, final conference events).

Description of work and role of partners

WP5 - THE ECO-TANDEM NETWORK: Communication, Promotion and Dissemination [Months: 1-36]
ENIT, X23, SF, ITKAM, HHL, SBA, UNI GRAZ, ARGE, GE
The WP5 will be led and coordinated by ENIT given its diffused network of offices disseminated in Europe and the key competence on tourism. All the Consortium Partners will support the WPL in communication and dissemination activities.

ACTION A: BRAND AWARENESS AND STRATEGY
Activities will be focused primarily on the study and development of the Implementation Plan, taking into strong consideration the tourism value chain as well as the different startup ecosystems involved. The projects has the ambition to create multiple tangible outputs stemming from the ECO-TANDEM NETWORK (i.e. THE ACADEMY, THE PRIZE, THE NETWORK), so communication will be at the core of the network creation.
Task 5.1. Implementation Plan: SBA with the support of X23 will elaborate the Implementation Plan that will take into account the following aspects: definition of target groups, strategy for effectively reaching the target groups, synergies with similar projects, definition of responsibilities and tasks of each partner, project identity and key messages, communication material and its dissemination, social media activities, press releases, workshops, final local dissemination events, internal communication procedures. Project partners will actively contact similar projects in order to study the opportunity of creating synergies. Each project partner will keep track of the communication activities carried out by themselves. As part of the midterm review, the progress of the implementation plan will be evaluated in order to allow adopting possible corrective measures (continue-iterative process), that ensure the highest visibility of the project's activities and results possible.

Task 5.2. Communication Plan: ENIT will develop the Communication Plan describing in detail all the strategic and tactical actions to be exploited during the project duration and will share it with the project partners as a guideline for the local dissemination activities.

Task 5.3 Development of the visual identity of the project/programme and website: ENIT will be in charge of the study and design of the project visual identity and corporate material, including the book guideline. As means of communication and dissemination, X23 will create a website for the project that will include the following sections: objectives and activities of the project, project partners, news section, Call for application. The EU co-financing will be broadly and well enhanced following the EU corporate identity policies and all communication and dissemination materials will include the EU logo.

ACTION B: TACTICAL ACTIONS FOR PROMOTION

Task 5.4 Webzine: ENIT and ITKAM will create a digital webzine in English that will be distributed every 4 months to all the stakeholders; the contents for each issue will be provided by all partners for each issue.

Task 5.5 Press Releases: To disseminate the project activities, all the partners will have to produce at least 4 press-release to be circulated among the local media using free and paid online press release distribution services. The press notes collected will be circulated by the Communication Manager and by each partner locally on a monthly basis by ENIT.

Task 5.6 Social media streaming: To broadly disseminate the project activities as well as to count on a powerful tool for monitoring and measuring the pilot test, ENIT and X23 will create the EU ECO-TANDEM official social media accounts (Facebook, Twitter, Instagram, YouTube/Vimeo, Linkedin, Telegram/WhatsApp). The streaming will be conducted not only by the Communication Manager but also by all the other project partners, in order to maximise the effect and the impact. ENIT will also create an ad-hoc hashtag for the pilot action so that all the participants will be stimulated to use it during matchmaking events and the final awarding ceremony.

Task 5.7 Development of the guidelines for project's event format: ENIT, supported by SocialFare will be in charge of developing the info-events and workshops format and to provide the partners instruction on how to disseminate the events for engagement. Each project partner will be responsible for distributing evaluation questionnaires at the end of the event in order to collect relevant data.

Task 5.8. Printing Material: Promotional printing materials will be produced for the project's events, so ENIT will be in charge of designing the material and to deliver ready-for-print files to the partners.

SUPPORT and maximising the outreach: In order to disseminate the project results and the value of sustainable tourism, cross-sectorial cooperation and transnational programmes at European level, the project will collaborate with the following regional, national and transnational networks/partners that the partners participate /cooperate in / with:
- MicroLab (Italy)
- BasisLager Coworking (Germany)
- Lipzia Tourism and Marketing (Germany)
- Brandeburg Tourism and Marketing Cluster (Germany)
- BIC Banska Bystrica (Slovakia)
- Kosice Self-governing Region, Dept. Culture and Tourism (Slovakia)
- Matej Bel University (Slovakia)
- Ministry of Transport and Construction of the Slovak Republic - Section of Tourism (Slovakia)
- The Regional Development Agency of the Banska Bystrica Self-governing Region (Slovakia)
- Research Center of the University of Zilina (Slovakia)
- University of Economics in Bratislava - Faculty of Commerce - Dept. of Services and Tourism (Slovakia)
- Element RS Ltd / Eastcubator Presov (Slovakia)
- Styrian Provincial Government - Dept of Water Management, Resources and Sustainability (Austria)
- Green Tech Cluster (Austria)
- Gastronomia ZB Ltd (Cyprus)
- Hellenic Americam Chamber of Tourism (Greece)
- Global Sustainable Tourism Council (USA)
- EMEA MEDIA (Greece)
- Consorzio Servizi Albergatori Soc. Cooperativa Livorno (Italy)
- Talenteco GmbH (Germany)
- Faculty of Management, Comenius University in Bratislava (Slovakia)
- Campus Cowork (Slovakia)

Task 5.9 Final Dissemination Report: ENIT will produce a final dissemination report describing all the outputs and results achieved during the project duration.

ACTION C: PLAN FOR SUSTAINABILITY AND SCALE-UP
Task 5.10 Development of the Sustainability Plan: To ensure the project's sustainability beyond the EU co-funding period and to validate the governance model and set up a strategy for the upcoming 2-year term, X23 will be in charge of elaborating a Sustainability Plan with the support of Social Fare.

Participation per Partner

Partner number and short name	WP5 effort
1 - X23	2.00
2 - SF	2.00
3 - ENIT	8.00
4 - ITKAM	4.00
5 - HHL	2.00
6 - SBA	5.00
7 - UNI GRAZ	2.00
8 - ARGE	1.00
9 - GE	3.00
Total	29.00

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D5.1	D5.1 Implementation Plan	3 - ENIT	Report	Confidential, only for members of the consortium (including the Commission Services)	2
D5.2	D5.2 Communication Plan	3 - ENIT	Report	Confidential, only for members of the consortium (including the Commission Services)	2
D5.3	D5.3 Visual Identity	3 - ENIT	Other	Public	2
D5.4	D5.4 Website release	3 - ENIT	Websites, patents filling, etc.	Public	3
D5.5	D5.5 Webzine 1, 2, 3, 4, 5 and distribution report/s	3 - ENIT	Websites, patents filling, etc.	Public	20
D5.6	D5.6 Webzine 6, 7, 8, 9, 10 and distribution report/s	3 - ENIT	Websites, patents filling, etc.	Public	36
D5.7	D5.7 Press Releases 1, 2, 3, 4, 5, 6 distribution reports	3 - ENIT	Other	Public	6
D5.8	D5.8 Press Releases 7, 8, 9, 10, 11, 12 distribution reports	3 - ENIT	Other	Public	12

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D5.9	D5.9 Press Releases 13, 14 ,15, 16, 17, 18 distribution reports	3 - ENIT	Other	Public	18
D5.10	D5.10 Press Releases 19, 20, 21, 22, 23, 24 distribution reports	3 - ENIT	Other	Public	24
D5.11	D5.11 Press Releases 25, 26, 27, 28, 29, 20 distribution reports	3 - ENIT	Other	Public	30
D5.12	D5.12 Press Releases 31, 32, 33, 34, 35, 36 distribution reports	3 - ENIT	Other	Public	36
D5.13	D5.13 Social Media Report analytics Report	3 - ENIT	Websites, patents filling, etc.	Public	3
D5.14	D5.14 Event Format Guidelines	3 - ENIT	Other	Confidential, only for members of the consortium (including the Commission Services)	6
D5.15	D5.15 Printing Materials	3 - ENIT	Other	Public	6
D5.16	D5.16 Final Dissemination Report	3 - ENIT	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D5.17	D5.17 Sustainability Plan	3 - ENIT	Report	Confidential, only for members of the consortium (including the Commission Services)	36

Description of deliverables

D5.1 : D5.1 Implementation Plan [2]
Elaborating the Implementation Plan for the 36 months activities

D5.2 : D5.2 Communication Plan [2]
Elaboration of the Communication Plan including strategic and tactical actions

D5.3 : D5.3 Visual Identity [2]
Elaboration of the Project's official Visual Identity and guidebook

D5.4 : D5.4 Website release [3]
Website beta release

D5.5 : D5.5 Webzine 1, 2, 3, 4, 5 and distribution report/s [20]
Elaboration and dissemination of the periodical project webzine

D5.6 : D5.6 Webzine 6, 7, 8, 9, 10 and distribution report/s [36]
Elaboration and dissemination of periodical Webzine and distribution report/s

D5.7 : D5.7 Press Releases 1, 2, 3, 4, 5, 6 distribution reports [6]
Elaboration and dissemination of monthly Press Releases

D5.8 : D5.8 Press Releases 7, 8, 9, 10, 11, 12 distribution reports [12]
Elaboration and dissemination of the monthly Press Releases distribution reports

D5.9 : D5.9 Press Releases 13, 14 ,15, 16, 17, 18 distribution reports [18]
Elaboration and dissemination of monthly Press Releases distribution reports

D5.10 : D5.10 Press Releases 19, 20, 21, 22, 23, 24 distribution reports [24]
Elaboration and dissemination of monthly Press Releases distribution reports

D5.11 : D5.11 Press Releases 25, 26, 27, 28, 29, 20 distribution reports [30]
Elaboration and dissemination of monthly Press Releases distribution reports

D5.12 : D5.12 Press Releases 31, 32, 33, 34, 35, 36 distribution reports [36]
Elaboration and Dissemination of monthly Press Releases distribution reports

D5.13 : D5.13 Social Media Report analytics Report [3]
Setting up of the project official Social Media and related analytics Report

D5.14 : D5.14 Event Format Guidelines [6]
Elaboration and sharing of the Event Format Guidelines

D5.15 : D5.15 Printing Materials [6]
Printing Materials for communication and promotion of the project's activities

D5.16 : D5.16 Final Dissemination Report [36]
Elaboration of the Final Dissemination Report

D5.17 : D5.17 Sustainability Plan [36]
Elaboration and consolidation of the Sustainability Plan

Schedule of relevant Milestones

Milestone number[18]	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS15	Implementation and Communication Plan	3 - ENIT	2	The Communication Plan summarising strategy, tactical actions, target groups, channels is ready and shared among the partners.
MS16	Project’s visual identity	3 - ENIT	2	The project visual identity is ready
MS17	Website is live	3 - ENIT	3	The website is published and live
MS18	Sustainability Plan	3 - ENIT	36	The plan for the sustainability of the project is consolidated and validated by all the partners
MS19	Final Dissemination Event	3 - ENIT	34	The final dissemination event is celebrated and feedback

Schedule of relevant Milestones

Milestone number[18]	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
				from the participants are collected and analysed.

Work package number [9]	WP6	**Lead beneficiary** [10]	1 - X23
Work package title	Technical Coordination and Management		
Start month	1	**End month**	36

Objectives

- to guarantee a sound technical and financial management and coordination of the project;
- to organise and follow-up the work among the EU ECO-TANDEM partners and the governing bodies supporting the decision making process;
- to ensure the coordination and transparency with the EASME;
- to ensure the project respects the contractual framework.

Description of work and role of partners

WP6 - Technical Coordination and Management [Months: 1-36]
X23, SF, ENIT, ITKAM, HHL, SBA, UNI GRAZ, ARGE, GE
The WP6 will be led and coordinated by X23 given its long track record in managing EU co-funded project and international networks. The Consortium partners will be all involved in the WP which will be focused on the management of the project, decision making structure setting up, monitoring and quality/financial reporting to the EASME.

ACTION A: COORDINATION
Task 6.1 Technical Coordination and Management: Technical Coordination and management: Management and coordination proceedings will be ensured by adopting usual means of communication such as phone, emails within the Consortium in order to follow the timeline and the plan of action. To facilitate the communication among the partners as well as for collecting projects documents, minutes, reports, etc., a collaborative approach will be encouraged: the coordinator will ask all the partners to use a digital collaborative environment (i.e. GDrive) as repository and a project management platform such as AGANTTY to keep track of all the activities. Project partners will celebrate monthly progress call to increase the efficiency and tackle critical issues; virtual coordination and evaluation / validation meetings will be as well celebrated for validating the activities (namely VM1, VM2, VM3, VM4, VM5, VM6).
- Virtual meeting 1 (M12) - WP1: Validation of the Stakeholder analysis, Benchmarking, Networking, consolidation of good practices for the edu materials;
- Virtual meeting 2 (M24) - WP2: Validation of the biz programme model, governance and delivery results;
- Virtual meeting 3 (M30) - WP3: validation of the knowledge and tech transfer and piloting the cooperation
- Virtual Meeting 4 (M34) - WP4: Validation of the lesson learnt and financial support;
- Virtual meeting 5 (M35) - WP5: Validation of the dissemination results achieved;
- Virtual meeting 6 (M36) - WP6: Closing meeting, discussion on the extension / replication and of the outcomes and guaranteeing financial sustainability.

Meetings' minutes will be produced and distributed to all participants through the collaborative environment and via email. Transparent communication with EASME and EC will be always be ensured.

Task 6.2: Celebration of the kick-off meeting and mid-term meetings: Following the coordinators' kick-off meeting in Brussels, an internal kick-off meeting will be celebrated by the consortium partners, organised by the Coordinator and hosted in Bergamo, Italy. Instructions will be given so that all project partners will understand the plan of action, roles and responsibilities, deadlines, requested outputs and milestones. The Consortium will also meet face to face for 2 mid-term meetings at M18 (in Berlin) and at M24 (in Slovakia).
ACTION B: Consortium assessment, partners' roles definition

Task 6.3: Decision Making Structure: The Coordinator (P1), WP6L will play the role of Project Manager (PM); Social Fare (P2) will play the role of WP2L and Biz Programme Manager (BiPM); ENIT (P3) will play the role of WP5L and Communication Manager (CM); HHL (P5) will play the role of WP3L and Pilot Manager (PiM); SBA (P6) will play the role of WP4L and Quality & Evaluation Manager (Q&AM); Uni Graz RCE (P8): will play the role of WP1L and Education Manager (EM); GE (P9) will play the role of Training Manager (TM).
To prevent from risks (e.g., due to the sudden withdrawal of a partner), each member of the Consortium will also play a backup role as follow:
- X23 as WP2L back-up partner
- The Italian Chamber of Commerce for Germany (ITKAM) as WP4L back-up partner.

● Leipzig Graduated School of Management (HLL) as WP1 Back-up partner.
● The Slovak Business Agency (SBA) as WP2 back-up partner.
● The Association for Waste Prevention - Austria (ARGE) as Training Manager Back-up Partner.
● The University of Graz - RCE as WP6 back-up partner.
● Green Evolution SA (GE) as WP5 back-up partner

In order to work efficiently in the partnership, two independent entities will be created:
1. A Quality Committee composed as follows:
a. Project Coordinator (X23)
b. 1 Communication Officer (ENIT)
c. 1 Programme Manager (HHL)
d. 1 Education Manager (Uni Graz)
e. 1 Standards and Certification Manager (Green Evolution)
f. 3 External Steering Advisers
The Quality Committee will have regular virtual meetings (Quality Assessment Meetings - WP6) and carry out monitoring and evaluation activities in order to detect obstacles to the correct project development in time. If applicable, members will decide jointly on the adequate corrective measures. The QC will be formed in M1: partners will propose 3 independent professionals, selected by the Coordinator who will supervise the QC's activities.Evaluation Reports will be delivered to the Coordinator
2. The High Level EU ECO-TANDEM Advisory Board composed of at least 8 members segmented as follow: a minimum of 50% of private investors (bankers, private equity fund managers, business angels) and 50% of tourism sector and sustainability experts, chaired by the Coordinator (X23) and the Biz Programme Manager (SocialFare). A member of the Commission will be invited as an observer. The Board will chair at the beginning of the programme delivery and will be responsible for selecting the final SMEs and startups to be awarded with the "TANDEM" vouchers. The AB will be formed by M10; Consortium Partners will suggest at least 3 members each and each partner will wote 1 member only via a pool for selecting the best CVs and profiles.
3. External TANDEM Advisors will be selected for the screening of the applications and for providing assistance during the pilot actions. At least 12 TANDEM Advisors will be selected through a "Call for Advisors" published on the project website. A specific code of conduct and commitment will be signed with them including conflict of interest measures

ACTION C: Monitoring and Reporting the process
Task 6.4 Reporting: The consortium will deliver the corresponding progress and Final reports to EASME always with views to continuous improvement (identifying successful approaches and analysing obstacles). This will include reporting and analysis of the progress and results of the matches and of the pilot cooperation plans with views to analysing the impact of the programme. To this end, a financial agreement will include an article for the Consortium partners to contact both startups and SMEs involved in the programme (and inform us if emails have changed) to take part in a short poll. This will be instrumental to evaluate if the SMEs have adopted the innovations brought by the startups and how this impacted their business; if the startups boosted their growth via the cooperation with the SMEs expanding sales and commercialisation, how skills improvement impacted their business growth, etc.).

Task 6.5 Administrative proceedings: activities will aim to fulfil reporting obligations regarding the followings: - Costs incurred during the project duration; - Internal management:;
● 1 technical progress report covering the first third of the project (reporting, among others, on tourism SMEs selected for the support mechanism) at M13;
● 1 periodic technical and financial report, linked to a request for interim payment covering two thirds of the project implementation period (reporting among others, about the organisation of the financial support to third parties, i.e. tourism SMEs involved in the support scheme) at M25;
● 1 deliverable - not linked to a request for payment - giving details on the Call (to be implemented by the consortium) for the selection of third parties (tourism SMEs) to be awarded financial support to be delivered at least one month prior to the Call`s expected date of publication, and including a draft of the Call announcement, full Call details and a reference to the relevant web page where the full details are to be published at M20;
● 1 deliverable - not linked to a request for payment - elaborating on the evaluation and selection process of the beneficiary-organised Call for third parties (tourism SMEs) to be awarded financial support to be submitted one month after the conclusion of the evaluation process in WP4 (M31);
● 1 deliverable in the form of a report, in the last month of the co-financing period (not linked to a request for payment) that reports on the improvement in the uptake of sustainable solutions by tourism SMEs supported by the project, and in general on the contribution of the project to the growth and scaling up of SMEs in the tourism sector and the development of new products, solutions improving tourism sustainability at M36;

● 1 final technical and financial report, linked to the request for the payment of the balance, covering the entire project implementation period at M36.

Participation per Partner

Partner number and short name	WP6 effort
1 - X23	10.00
2 - SF	1.00
3 - ENIT	2.00
4 - ITKAM	1.00
5 - HHL	1.00
6 - SBA	3.00
7 - UNI GRAZ	2.00
8 - ARGE	1.00
9 - GE	3.00
Total	24.00

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
D6.1	D6.1 Collaborative environment setting and use	1 - X23	Websites, patents filling, etc.	Confidential, only for members of the consortium (including the Commission Services)	1
D6.2	D6.2 Internal kick-off meeting minute in Bergamo	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	1
D6.3	D6.3 Minute of the mid-term meeting	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	18
D6.4	D6.4 Minute of the final meeting	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D6.5	D6.5 WP1 VM1, WP2 VM2, WP3 VM3, WP4 VM4 minutes	1 - X23	Report	Confidential, only for members of the consortium (including	34

List of deliverables

Deliverable Number[14]	Deliverable Title	Lead beneficiary	Type[15]	Dissemination level[16]	Due Date (in months)[17]
				the Commission Services)	
D6.6	D6.6 WP5 VM5 minutes	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	36
D6.7	D6.7 Quality Committee setting	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	3
D6.8	D6.8 1st Quality Committee report	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D6.9	D6.9 2nd Quality Committee report	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	24
D6.10	D6.10 High Level EU ECO-TANDEM Advisory Board setting and meeting minute	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	14
D6.11	D6.11 1 technical progress report covering the first third of the project	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	13
D6.12	D6.12 Report on the Call announcement before publication	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	20
D6.13	D6.13 Report on the improvement in the uptake of sustainable solutions by tourism SMEs supported by the project	1 - X23	Report	Confidential, only for members of the consortium (including the Commission Services)	36

Description of deliverables

D6.1 : D6.1 Collaborative environment setting and use [1]

Setting up the collaborative space on the GDrive as repository and internal communication flow with the partners and for tracking the activities in progress

D6.2 : D6.2 Internal kick-off meeting minute in Bergamo [1]

Minute of the internal kick-off meeting celebrated at the Coordinator premises

D6.3 : D6.3 Minute of the mid-term meeting [18]

Minute of the mid-term meeting for summarising the activities carried out so far and agreeing on the next steps in the implementation plan

D6.4 : D6.4 Minute of the final meeting [36]

Minute of the final meeting with all the partners to validate the results achieved, agreeing on the sustainability plan and next steps for the project beyond the EU co-funding

D6.5 : D6.5 WP1 VM1, WP2 VM2, WP3 VM3, WP4 VM4 minutes [34]

Minute of the remote validation meetings related to WP3 and WP4

D6.6 : D6.6 WP5 VM5 minutes [36]

Minute of the remote meeting to validate the activities in WP5

D6.7 : D6.7 Quality Committee setting [3]

Reporting the setting up of the Quality Committee, including methodology and approach and final members bios

D6.8 : D6.8 1st Quality Committee report [12]

Report based on the feedback received by the Quality Committee members

D6.9 : D6.9 2nd Quality Committee report [24]

Report based on the feedback and inputs received by the Quality Committee members

D6.10 : D6.10 High Level EU ECO-TANDEM Advisory Board setting and meeting minute [14]

Minute describing the methodology and approach for the setting up of the High Level Advisory Board and decisions taken

D6.11 : D6.11 1 technical progress report covering the first third of the project [13]

1st technical progress report covering the first third of the project (months 1-12) - reporting, amongst others, on tourism SMEs selected for the support mechanism

D6.12 : D6.12 Report on the Call announcement before publication [20]

Report on the Call announcement before publication, with full call details and a reference to the relevant web page where the full details are to be published

D6.13 : D6.13 Report on the improvement in the uptake of sustainable solutions by tourism SMEs supported by the project [36]

Report on the improvement in the uptake of sustainable solutions by tourism SMEs supported by the project and in general on the contribution of the project to the growth and scaling up of SMEs in the tourism sector and the development of new products, solutions improving tourism sustainability

Schedule of relevant Milestones

Milestone number[18]	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Collaborative environment setting and use	1 - X23	1	The collaborative environment for the project management is ready and open to all partners
MS2	Celebration of the internal kick-off meeting in Bergamo	1 - X23	1	The kick-off meeting is celebrated in Bergamo and the

Schedule of relevant Milestones

Milestone number[18]	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
				project time-line is confirmed by all partners
MS3	Mid-term meeting	1 - X23	18	The meeting is celebrated in Germany and the project time-line as well as results achieved are validated
MS4	Final meeting	1 - X23	36	The meeting is celebrated in Brussels and the results are validated
MS5	Delivery of the Technical Progress Report I	1 - X23	13	The report is ready to be delivered to the EU
MS6	Technical and Financial Progress Report II	1 - X23	25	The report is ready to be delivered to the EU
MS7	Final Technical and Financial Report	1 - X23	36	The report is ready to be delivered to the EU

1.3.4. WT4 List of milestones

Milestone number[18]	Milestone title	WP number[9]	Lead beneficiary	Due Date (in months)[17]	Means of verification
MS1	Collaborative environment setting and use	WP6	1 - X23	1	The collaborative environment for the project management is ready and open to all partners
MS2	Celebration of the internal kick-off meeting in Bergamo	WP6	1 - X23	1	The kick-off meeting is celebrated in Bergamo and the project time-line is confirmed by all partners
MS3	Mid-term meeting	WP6	1 - X23	18	The meeting is celebrated in Germany and the project time-line as well as results achieved are validated
MS4	Final meeting	WP6	1 - X23	36	The meeting is celebrated in Brussels and the results are validated
MS5	Delivery of the Technical Progress Report I	WP6	1 - X23	13	The report is ready to be delivered to the EU
MS6	Technical and Financial Progress Report II	WP6	1 - X23	25	The report is ready to be delivered to the EU
MS7	Final Technical and Financial Report	WP6	1 - X23	36	The report is ready to be delivered to the EU
MS8	9 final Good Practices selected	WP1	7 - UNI GRAZ	3	Good Practices selected as ground base for the elaboration of the training programme
MS9	Market Research Report	WP1	7 - UNI GRAZ	4	The market research report is completed as ground base for the design of the tourism product
MS10	Education and Training programme delivery	WP1	7 - UNI GRAZ	9	The training programme is ready for the delivery; all partners ready for delivering their own Modules accordingly
MS11	The Biz Programme model, governance and structure is ready	WP2	2 - SF	14	The Biz Programme is completed and summarise the model, governance and structure
MS12	Info-day and workshops celebration	WP2	2 - SF	17	Local info-events and workshops celebrated and feedback, inputs from the stakeholders collected
MS13	The Announcement call is launched	WP3	5 - HHL	21	The Annaouncement call is ready and launched.

Milestone number[18]	Milestone title	WP number[9]	Lead beneficiary	Due Date (in months)[17]	Means of verification
MS14	Report on the use of the TANDEM vouchers	WP4	6 - SBA	33	The vouchers are assigned and use of funds reported
MS15	Implementation and Communication Plan	WP5	3 - ENIT	2	The Communication Plan summarising strategy, tactical actions, target groups, channels is ready and shared among the partners.
MS16	Project’s visual identity	WP5	3 - ENIT	2	The project visual identity is ready
MS17	Website is live	WP5	3 - ENIT	3	The website is published and live
MS18	Sustainability Plan	WP5	3 - ENIT	36	The plan for the sustainability of the project is consolidated and validated by all the partners
MS19	Final Dissemination Event	WP5	3 - ENIT	34	The final dissemination event is celebrated and feedback from the participants are collected and analysed.

1.3.5. WT5 Critical Implementation risks and mitigation actions

Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
1	Management of the programme, networking and reporting: lack of performance of consortium partners	WP6	The expected performance indicators will be detailed for each consortium partners by indicating expected short-term results. The progress will be thoroughly monitored periodically and reasons for underperformance will be analysed jointly to take the corresponding mitigation measure that can range from “bilateral trainings”, “best practice sharing” and “mentoring of the underperforming partners by the better-performing ones” to a “shift in the objectives” (e.g. if the underperforming partner has trouble to enrol SMEs but is high performing in enrolling startups, the objective can be shifted with another partner who could overtake the corresponding part of the missed indicator including a budget shift, if necessary). If the partner continues to underperform, a replacement of the partner will be considered. Partners will be aware of this procedure that will be included in the consortium agreement. As added corrective measure, periodical virtual meetings will be planned and celebrated in order to have a clear monitoring of the project time-line and ensuring it remains on track.
2	Sudden change of (key) personnel	WP6	The internal procedures of the consortium will be well documented. Each partner will make sure that at least 2 persons in the own entity are well-informed about the consortium management procedures and the programme functioning, being able to train the replacing staff internally if necessary. Additionally, the consortium has defined task leaders who will organise virtual bilateral meetings to deepen the internal training received in case of need and underline key aspects.
3	Low or overestimated interest among SMEs and startups and tourism stakeholders targeted by the project	WP1, WP2, WP3	Intensified actions together with the Associated Partners in order to get them involved in the delivery of the edu&training programme as well as of the TANDEM programme
4	Promotion does not seem to pay off (sufficiently)	WP1, WP2	The promotion and enrolling strategy (for both the edu&training and the biz programme) will be closely linked and cross-verified in the sense that promotion activities will be linked with enrolment activities (e.g. after a promotion event, there will be the opportunity for participants to start registering with one-to-one support on sight) and it will be cross checked with the applicants how they got to know the programme to intensify the most effective strategies and improve messages used. Also, if multipliers decline the interest to co-organise events, the reasons will be explored

Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
			to adopt contact/clear messaging accordingly. Good practice exchange with the experienced participants incubators/accelerators/co-working spaces part of the project (but also outside the consortium) will be actively undertaken.
5	Lack of motivation of tourism SMEs and startups in getting involved in the edu&training programme	WP1	Increased interaction with the target group, in order to provide stimulus and improve the quality of the relation as well as the level of engagement / commitment
6	Matching time is too long	WP3	The consortium will periodically follow-up with the tourism SMEs/startups on the progress in finding a suitable match, performing a proactive approach with the Tandem Advisors to identify potential miss-match (too much startups or poor SMEs engagement and vice-versa; different market verticals, etc.). Additionally, the consortium will use an IT tool for biz matching (e.g. joinB2B) so that all the process will be curated till the final deal match. The consortium partners will also take a proactive approach on creating high-quality matches by circulating within (and secondly outside) the consortium members searches of applicant for a match (always respecting GDPR).
7	Applicant tourism SMEs or startups might have unrealistic expectations about the timeframe of the matching and of the pilot action which might lead to frustration/bad word-of-mouth.	WP2, WP3	The consortium partners will inform the applicants beforehand about the usual timeframe of the programme and the different intermediate steps (revision of application, matching, design of the implementation plan to solve the challenge) to counteract unrealistic expectations that might lead to disappointment otherwise.
8	Tandem pilots last, on average, longer than estimated and the financial support to SMEs and startups will not be sufficient to reach the committed number of matches.	WP4	The consortium will establish an internal procedure to only approve Tandem pilots grants achieving very high quality commitments and results based on an internal score evaluation. The budget will be thoroughly monitored as well the use of funds assigned to the winner Tandemees so that the final amount of the grant will be after the validation of the reporting.
9	Difficulties in assessing the impact of tourism entrepreneurs' skills/ SMEs/startups sustainable competences' increase and SMEs eco-transition	WP4	With specific reference to the sustainability skills and competences, the Consortium will use the ETIS framework and the "INTRINSIC" ERASMUS+ co-funded project's methodology and approach. As regard entrepreneurial competences and how the TANDEM approach impacted the applicants, the Consortium will use the LoopME platform to gather evidence of the impact in an efficient and engaging manner.
10	COVID-19 outbreak may have an impact on a few activities mainly related to	WP2, WP3, WP5, WP6	All events will be switched to digital as most of conferences and events are already switched to digital at present (March 20 on). All the partners

Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
	face to face meeting within the Consortium partners or with events for promotion and engagement.		are in the condition to plan, organise and celebrate this kind of initiatives, which proved to be a sound solution to social distance at present.

1.3.6. WT6 Summary of project effort in person-months

	WP1	WP2	WP3	WP4	WP5	WP6	Total Person/Months per Participant
1 - X23	3	12	10	5	2	10	42
2 - SF	2	15	5	2	2	1	27
3 - ENIT	2	3	5	2	8	2	22
4 - ITKAM	1	4	5	3	4	1	18
5 - HHL	1	2	6	1	2	1	13
6 - SBA	3	10	5	12	5	3	38
7 - UNI GRAZ	8	1	0	0	2	2	13
8 - ARGE	6	1	0	0	1	1	9
9 - GE	10	1	0	2	3	3	19
Total Person/Months	36	49	36	27	29	24	201

1.3.7. WT7 Tentative schedule of project reviews

Review number [19]	**Tentative timing**	**Planned venue of review**	**Comments, if any**
RV1	12	Brussels or partnership country	Depending on performance, the whole consortium might be asked to participate
RV2	24	Brussels or partnership country	Depending on performance, the whole consortium might be asked to participate

1. Project number

The project number has been assigned by the Commission as the unique identifier for your project. It cannot be changed. The project number **should appear on each page of the grant agreement preparation documents (part A and part B)** to prevent errors during its handling.

2. Project acronym

Use the project acronym as given in the submitted proposal. It can generally not be changed. The same acronym **should appear on each page of the grant agreement preparation documents (part A and part B)** to prevent errors during its handling.

3. Project title

Use the title (preferably no longer than 200 characters) as indicated in the submitted proposal. Minor corrections are possible if agreed during the preparation of the grant agreement.

4. Starting date

Unless a specific (fixed) starting date is duly justified and agreed upon during the preparation of the Grant Agreement, the project will start on the first day of the month following the entry into force of the Grant Agreement (NB : entry into force = signature by the Agency). Please note that if a fixed starting date is used, you will be required to provide a written justification.

5. Duration

Insert the duration of the project in full months.

6. Call (part) identifier

The Call (part) identifier is the reference number given in the call or part of the call you were addressing, as indicated in the publication of the call in the Official Journal of the European Union. You have to use the identifier given by the Commission in the letter inviting to prepare the grant agreement.

7. Abstract

8. Project Entry Month

The month at which the participant joined the consortium, month 1 marking the start date of the project, and all other start dates being relative to this start date.

9. Work Package number

Work package number: WP1, WP2, WP3, ..., WPn

10. Lead beneficiary

This must be one of the beneficiaries in the grant (not a third party) - Number of the beneficiary leading the work in this work package

11. Person-months per work package

The total number of person-months allocated to each work package.

12. Start month

Relative start date for the work in the specific work packages, month 1 marking the start date of the project, and all other start dates being relative to this start date.

13. End month

Relative end date, month 1 marking the start date of the project, and all end dates being relative to this start date.

14. Deliverable number

Deliverable numbers: D1 - Dn

15. Type

Please indicate the type of the deliverable using one of the following codes:

R	Document, report
DEM	Demonstrator, pilot, prototype
DEC	Websites, patent fillings, videos, etc.
OTHER	
ETHICS	Ethics requirement
ORDP	Open Research Data Pilot
DATA	data sets, microdata, etc.

16. Dissemination level

Please indicate the dissemination level using one of the following codes:

PU	Public
CO	Confidential, only for members of the consortium (including the Commission Services)
EU-RES	Classified Information: RESTREINT UE (Commission Decision 2005/444/EC)
EU-CON	Classified Information: CONFIDENTIEL UE (Commission Decision 2005/444/EC)
EU-SEC	Classified Information: SECRET UE (Commission Decision 2005/444/EC)

17. Delivery date for Deliverable

Month in which the deliverables will be available, month 1 marking the start date of the project, and all delivery dates being relative to this start date.

18. Milestone number

Milestone number:MS1, MS2, ..., MSn

19. Review number

Review number: RV1, RV2, ..., RVn

20. Installation Number

Number progressively the installations of a same infrastructure. An installation is a part of an infrastructure that could be used independently from the rest.

21. Installation country

Code of the country where the installation is located or IO if the access provider (the beneficiary or linked third party) is an international organization, an ERIC or a similar legal entity.

22. Type of access

VA	if virtual access,
TA-uc	if trans-national access with access costs declared on the basis of unit cost,
TA-ac	if trans-national access with access costs declared as actual costs, and
TA-cb	if trans-national access with access costs declared as a combination of actual costs and costs on the basis of unit cost.

23. Access costs

Cost of the access provided under the project. For virtual access fill only the second column. For trans-national access fill one of the two columns or both according to the way access costs are declared. Trans-national access costs on the basis of unit cost will result from the unit cost by the quantity of access to be provided.

History of Changes

Date	Change description
February 19 to March 17 2020	• Deliverable *"D6.6 WP3 VM3 and WP4 VM4 minutes" number was wrong. The Deliverable was renamed as follow "D6.5 WP3 VM3 and WP4 VM4 minutes".* • *As a consequence, the following deliverables numbers were updated accordingly:* • *from "D6.7 WP5 VM5 minutes" to "D6.6 WP5 VM5 minutes;* • *from "D6.8 Quality Committee setting" to "D6.7 Quality Committee setting";* • *from "D6.9 1st Quality Committee report" to "D6.8 1st Quality Committee report"* • *from "D6.10 2nd Quality Committee report" to "D6.9 2nd Quality Committee report"* • *from "D6.11 High Level EU ECO-TANDEM Advisory Board setting and meeting minute" to "D6.10 High Level EU ECO-TANDEM Advisory Board setting and meeting minute"* • *from "D6.12 1 technical progress report covering the first third of the project" to "D6.11 1 technical progress report covering the first third of the project"* • *D6.13 1 periodic technical and financial report, linked to a request for interim payment covering two thirds of the project implementation period" was deleted according to EASME request;* • *from "D6.14 Report on the Call announcement before publication" to "D6.12 Report on the Call announcement before publication"* • *from "D6.15 Report on the improvement in the uptake of sustainable solutions by tourism SMEs supported by the project" to "D6.13 Report on the improvement in the uptake of sustainable solutions by tourism SMEs supported by the project"* • *"D6.16 1 final technical and financial report" was deleted according to EASME request.*
	Deliverable "*D1.1 Stakeholder List and Additional Partners LOS" multiple due dates were changed in one only:* • *from due dates M2, M18, M35 to M12*
	Deliverable "*D3.1 Transnational matchmaking events preparation plan (including list of potential TANDEMs; 1to1 interviews with the applicants)" due date was changed due to conflicting error with the WP3 duration time:* • *from M15 to M22*
	Deliverable "*D3.2 Report on the celebration of transnational matchmaking events + results" due date was changed due to conflicting error with the WP3 duration time:* • *from M18 to M24*
	Deliverable "*D4.1 Report on the results achieved (Awarding Ceremony)" due date was changed due to conflicting error with the WP4 duration time:* • *from M25 to M30*

	Deliverable "*D4.2 Report on the use of the TANDEM vouchers (use of funds)" due date was changed due to conflicting error with the WP4 duration time:* • *from M27 to M33*
	Deliverable "*D5.4 Webzine and distribution report/s" number was wrong and it was changed accordingly:* • *from "D5.4 Webzine and distribution report/s" to "D5.5 Webzine and distribution report/s"*
	Deliverable "*D5.5 Webzine and distribution report/s" multiple due dates were changed in one and thus a new deliverable was created as follow:* • *from "D5.5 Webzine and distribution report/s" to "D5.5 Webzine 1,2,3,4,5 and distribution report/s"* • *from due dates M4,8,12,16,20,24,28,32,36 to due date M20*
	Deliverable "*D5.5 Webzine and distribution report/s" multiple due dates were changed in one and thus a new deliverable was created as follow:* • *from "D5.5 Webzine and distribution report/s" to "D5.6 Webzine 6,7,8,9,10 and distribution report/s"* *from due dates M4,8,12,16,20,24,28,32,36 to due date M36*
	Deliverable "*D5.5 Press Releases distribution reports" name was reviewed based on the previous deliverables numbers;* *multiple due dates were changed in one and thus new deliverables were created as follow:* • *from "D5.5 Press Releases distribution reports" to "D5.7 Press Releases 1,2,3,4,5,6 distribution reports"* • *from due dates M1-36 to due date M6*
	Deliverable "*D5.5 Press Releases distribution reports" name was reviewed based on the previous deliverables numbers;* *multiple due dates were changed in one and thus new deliverables were created as follow:* • *from "D5.5 Press Releases distribution reports" to "D5.8 Press Releases 7,8,9,10,11,12 distribution reports"* • *from due dates M1-36 to due date M12*
	Deliverable "*D5.5 Press Releases distribution reports" name was reviewed based on the previous deliverables numbers;* *multiple due dates were changed in one and thus new deliverables were created as follow:* • *from "D5.5Press Releases distribution reports" to "D5.9 Press Releases 13,14,15,16,17,18 distribution reports"* • *from due dates M1-36 to due date M18*
	Deliverable "*D5.5 Press Releases distribution reports" name was reviewed based on the previous deliverables numbers;* *multiple due dates were changed in one and thus new deliverables were created as follow:* • *from "D5.5 Press Releases distribution reports" to "D5.10 Press Releases 19,20,21,22,23,24 distribution reports"* • *from due dates M1-36 to due date M24*

	Deliverable "*D5.5 Press Releases distribution reports" name was reviewed based on the previous deliverables numbers; multiple due dates were changed in one and thus new deliverables were created as follow:* • *from "D5.5 Press Releases distribution reports" to "D5.11 Press Releases 25,26,27,28,29,30 distribution reports"* • *from due dates M1-36 to due date M30*
	Deliverable "*D5.5 Press Releases distribution reports" name was reviewed based on the previous deliverables numbers; multiple due dates were changed in one and thus new deliverables were created as follow:* • *from "D5.5 Press Releases distribution reports" to "D5.12 Press Releases 31,32,33,34,35,36 distribution reports"* • *from due dates M1-36 to due date M36*
	Deliverable "*D5.6 Social Media Report analytics Report" changed the number due to the previous number changes:* • *from "D5.6 Social Media Report analytics Report" to "D5.13 Social Media Report analytics Report"*
	Deliverable "*D5.7 Event Format Guidelines" changed the number due to the previous number changes:* • *from "D5.7 Event Format Guidelines" to "D5.14 Event Format Guidelines"*
	Deliverable "*D5.8 Printing Materials" changed the number due to the previous number changes:* • *from "D5.8 Printing Materials" to "D5.15 Printing Materials"*
	Deliverable "*D5.9 Final Dissemination Report" changed the number due to the previous number changes:* • *from "D5.9 Final Dissemination Report" to "D5.16 Final Dissemination Report"*
	Deliverable "*D5.10 Sustainability Plan" changed the number due to the previous number changes:* • *from "D5.10 Sustainability Plan" to "D5.17 Sustainability Plan"*
Round 1: April 1 to April 20 **Round 2: April 22 to April 27 2020**	• **D6.12 due date was changed to M20.** • **Milestone 13 due date was changed to M21**
	D.613 due date was changed to M36
	• **D6.5 was correct by including also WP1 VM1 and WP2 VM2; due date did not changed.**
	• **D2.4 due date was changed from M15 to M20**
	• **D2.6 due date was changed from M15 to M24**
	• **Task 3.1 due date was changed from M22 to M23**
	• **Task 3.2 due date was changed from M24 to M25**

	• D3.2. due date is moved from M24 to M26
	• Task 3.3 and D3.3 are moved from M24 to M29
	M14 is set on M33
	Deliverable "*D4.3 Final Evaluation Report (evaluation and selection process)" due date was changed due to conflicting error with the WP4 duration time:* • *from M30 to M31*
	M4 due date was changed from M34 to M36
	M8 was correct: from 8 GPs to 9 GPs
	M17 due date was changed to M3
	Due date related the 3 interim reports in the overall performance indicator table were updated in line the related WP 6.
	Consistency of the performance indicator for Sound Project Management and Coordination project partnership meeting (WP6) was reviewed and aligned
	Consistency of the performance indicator for the SMEs applying to the call was reviewed and aligned
	Consistency of the performance indicator for "least 90 entrepreneurs/tourism professionals attending the educational programmes" was aligned
	Consistency of the performance indicator "at least 100 questionnaires collected" was aligned
	Consistency of the performance indicator " at least 40 SMEs/startups attending each matchmaking event (120 in total)" was aligned
	The indicator for "Indicator Boosting innovation in sustainable tourism through knowledge transfer and cross-sectoral collaboration" was aligned
	Consistency for "At least 60 SMEs and 90 entrepreneurs completing the educational and training programmes" peformance indicator was aligned
	Indicator "a. number of meetings requested to SMEs and startups during the matchmaking events" was aligned in terms of consistency with the overal performance indicator table
	Task 2.6 Promotion and Launch of the ECO-TANDEM CRACKING THE CHALLENGE and related subcontracting info was reviewed by adding the list of the partners in charge of

	The budget for GE was reviewed according to the partner request to move the category of personnel for "Ioannis Papas" from "A2" to "A3". Consistence with the original budget was preserved.
	The budget for the partners X23, SF, ITKAM and SBA was changed according to the request of EASME to re-assign the "Financial support to third parties" heading of cost from HHL budget. The redistribution resulted in an increase as follow: X23: from 10 to 14 SMEs supported SF: from 10 to 14 SMEs supported Itkam: from 15 to 16 SMEs supported SBA: from 15 to 16 SMEs supported No changes to the budget at balance.
	Critical Risk related to COVID-19 was added to the list of the risks already mapped.
May 6 to May 12 2020	A table for indicating the condition on the financial support to third parties was elaborated and added to the PART B.
May 21 to June 9	Co-ordinator 1 X23 - Audit item of cost is re-distributed to cover the costs of a trainee with an education in the business and administration field (WP4 activities, Task 4.2 Financial support assignment (vouchers) and use of fund plan; and WP1 (Task 6.1 Technical Coordination and Management; Task 6.4 Reporting; Task 6.5 Administrative proceedings).
	Partner 2 SF - Personnel costs: the functions of the staff people are included in the budget spreadsheet.
	Partner 3 ENIT - Subcontracting item cost "Task 4.1 Results achieved: awarding ceremony: travel and accommodation services for the high-level Advisory Board and speakers attending the ceremony" is moved to "Costs of other goods and services". The item is also deleted from the WP subcontracting paragraph while a note specifying that the High-Level Advisory Board and speakers costs for attending the awarding ceremony will be covered by the project is added in the "Management, Quality Control and Evaluation" session.
	Partner 3 ENIT - Subcontracting item cost "Task 5.5 Press Releases: A service contract will be signed with a press release service (EU coverage) to further disseminate the press releases and increase engagement" is moved to "Costs of other goods and services". The item is also deleted from the WP subcontracting paragraph.
	Partner 3 ENIT - Subcontracting item cost "Task 2.6 Promotion and Launch of the ECO-TANDEM CRACKING THE CHALLENGE: design services for the printing material (posters, flyers and rolls up)" is moved to "Costs of other goods and services". The item is also deleted from the WP subcontracting paragraph.
	Partner 4 ITKAM - Personnel costs: the functions of the staff people are included in the budget spreadsheet.

Table of Contents

B.1 Objectives of the Action

B.1.1 Specific objective(s) of the Action

Stemming from the Treaty on the Functioning of the European Union ("TFEU") outlining the Union's competences in this field (Title XXII Tourism, Art. 195), which specifies that EU measures to support, coordinate or supplement the actions of the Member States shall be especially aimed at:

1. ***encouraging the creation of a favourable environment for the development of undertakings in this sector;***
2. ***promoting cooperation between the Member States, particularly by the exchange of good practices.***

the **EU ECO-TANDEM Programme project** main **goal is to boost sustainable tourism development and capacity of tourism SMEs through transnational cooperation and knowledge transfer.** Since tourism value chain is today showing a general and shared concern related to "overtourism" impacting on destinations sustainability, this very last represents at the same time a challenge and an opportunity as well. This is primarily due to the unchanged focus on growth of the main tourism businesses and SMEs, and record-breaking numbers of international travellers. As a consequence, an increasing discontent is raising from local communities and broad media coverage which are generating an almost "enforced" shift to ***holistic*** destination management. More sustainable and responsible approaches and methodologies will be at the forefront of the tourism value chain: more travellers caring about sustainability, wanting more unique vacations, and seeking to be immersed in local cultures and explore unspoiled environments.

This poses the challenge about **how the tourism professionals and value chain can cope with responsible and sustainable skills, capacity and technology/process/service innovation.** And how to equip EU SMEs in the transition to a more sustainable and responsible approach and service to travellers. There is a need to accelerate and widen the exchange of skills between entrepreneurs and technologists, thus creating a common language and understanding. The challenge is however that people and companies from different disciplines do not naturally cooperate with each other: although companies in tourism are often very open to collaboration, they lack the resources and interdisciplinary skills necessary to organise such collaborations. In this specific context, incubators and accelerators will be key to support the growth process and to build capacity to uptake sustainable solutions by a substantial number of start-ups and SMEs in the tourism. And here is where the ECO-TANDEM Programme will change the game in the tourism industry.

Tourism is one of the biggest and fastest expanding sectors of the European economy. When considered together with its related activities, tourism can be seen to impact on almost every other sector, from transport to construction and from culture to agriculture. This dynamism of the tourism industry goes along with a lot of challenges. Safeguarding EU social achievements and promoting sustainability is getting more and more relevant to travellers, who are becoming more aware of the impact of tourism at destinations. Today the tourism industry has to face challenges such as demography, climate change and globalisation, so creating synergies between tourism and related sectors is of high importance while co-modality and synergies to solve major challenges affecting tourism market and value chain as a whole (traditional travel and tourism providers — hotels, restaurants, cafés, travel agencies, car rentals, airlines, etc. — that supply goods and services directly to travellers) has a strategic value. Specific challenges range from population ageing, growing external to competition, **sustainability concerns** and evolving demand patterns for specific forms of tourism, **overtourism**[1]. Pressing issues deal with climate change, CO2 emissions, water and energy consumption, mitigating the exceptional tourism flows to vulnerable natural as well as cultural heritage destinations. The issue is so strong that "*there is increasing pressure for the tourism industry to become more sustainable and the development of a variety of labels to inform consumers that organisations are attempting to reduce the negative impacts of their activities has been noted for around three decades*"[2]. Whilst in 2018 there was no evidence that sustainability was a key factor in travel choice or experience for most individuals, the recent great attention of media on climate change and sustainability due to Greta Thunberg activism, create a greater awareness of people

[1] Research for TRAN Committee - Overtourism: impact and possible policy responses - 2018

[2] *Research for TRAN Committee - European Tourism Labelling*

around sustainability, thus including travelling pattern and accommodation services which are increasingly influencing tourists behaviour planning the trip or on-site.

Cracking the sustainability challenge in tourism has a profound value because it can have multiple impacts on the EU economy: tourism, in fact, is particularly important when it comes to offering job opportunities to young people, who represent twice as much of the labour force in tourism than in the rest of the economy. In fact, employment growth in the tourism sector has been significantly higher than in the rest of the economy in recent years, making the sector a significant contributor to the Lisbon strategy's objective to create more and better jobs. Furthermore, tourism plays an important role in the development of the vast majority of European regions. Tourism-related infrastructure contributes to local development and jobs are created or maintained even in areas in industrial or rural decline or undergoing urban regeneration. Given the multitude of stakeholders involved in the tourism value chain, cooperation, dialogue and knowledge/knowledge transfer represent an important key to success.

So, sustainability constitutes one of the main challenges for tourism. It refers to the environmental, economic and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee long-term growth as well as the efficient management of these pillars . As tourism includes transport to the destinations concerned, it leads to an increase in CO_2 emissions. Massive tourism may also lead to deterioration of natural resources, destruction of biodiversity, or noise pollution. In terms of spatial development, it may lead to the construction of large resorts that significantly alter the landscape. Global warming, just like massive tourism, may render certain tourist destinations less attractive, for instance, by causing fires or deforestation). In the long term, rising sea levels could be a threat to insular and coastal territories. Loss of snow due to rising temperatures may also lead to the decline of winter ski resorts.

According to the Commission Communication ***'Agenda for a sustainable and competitive European tourism'***[3]***,*** major challenges in sustainable tourism deal with:

- preserving natural and cultural resources;
- **limiting negative impacts at tourist destinations, including the use of natural resources and waste production;**
- promoting the wellbeing of the local community;
- reducing the seasonality of demand;
- **limiting the environmental impact of tourism-related transport;**
- making tourism accessible to all;
- improving the quality of tourism jobs.

While the principles to address these challenges:

- **taking a holistic, integrated approach;**
- planning for the long term;
- adopting an appropriate pace of development;
- involving all stakeholders;
- **using the best available knowledge;**
- minimising and managing risk;
- reflecting impacts in costs;
- setting and respecting limits;
- practising continuous monitoring.

All tourism stakeholders can contribute to the Agenda for making Europe the most attractive tourist destination for foreigners as well as for Europeans. **However it is now key for the tourism value chain - and for SMEs in particular - to accept their responsibilities at the levels where they mostly operate and to embrace the opportunities that the challenge of sustainability offers as a potential driver for innovation and growth.** A synergic and cooperative approach is vital for sustainability standards and approach to be achieved in a short time, including a well-balanced mix of high-skills, competences, new business models as well as innovative solutions (of product or process). The sustainable management of destinations, the integration of sustainability concerns by businesses and the sustainability awareness by tourists form the framework of action in which sustainability principles have to be respected.

[3] COM(2007)621 final of 19 October 2007); https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52007DC0621&locale=en

Considering how skills and competences in the sustainable tourism area can contribute to a pivotal approach in the industry and the transfer of knowledge and technology as well, the **EU ECO-TANDEM Programme project** is strongly based on the concept of ***tandem, i.e. a close relationship between two or more people or organisations that depends on cooperation***. The project, therefore has the purpose to improve skills and competences and to use the breakthrough capacity of EU innovators to re-shape the tourism services, products and processes in compliance with more responsible and sustainable solutions.

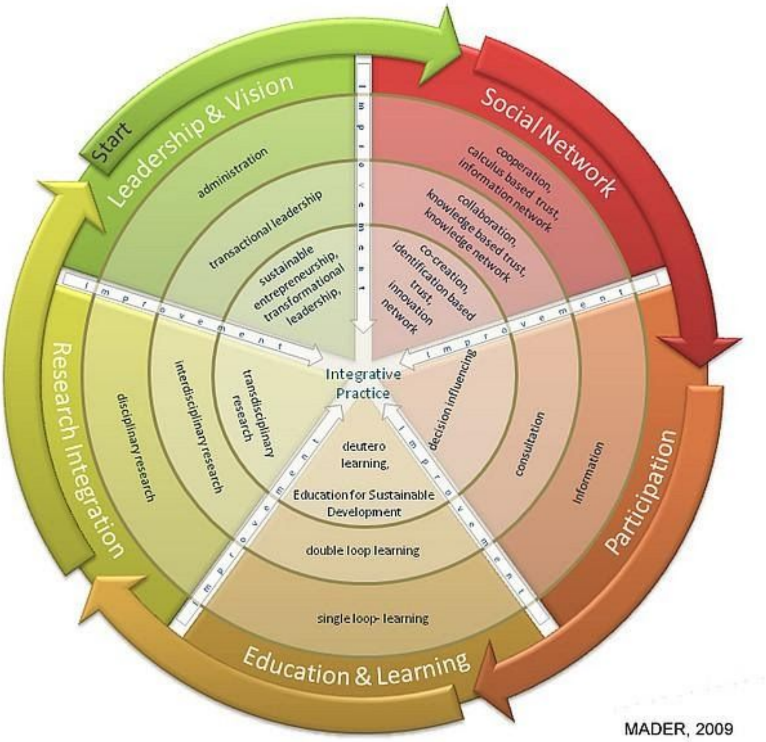
So, the EU ECO-TANDEM Programme project will design & deliver sustainable education & training programmes about Sustainable management, Socioeconomic impacts, Cultural impacts, Environmental impacts (including consumption of resources, reducing pollution, and conserving biodiversity and landscapes) and standards (Etis toolkit, the EU EcoLabel, EMA,GSTC for Hotels, Tour Operators and Destinations) and with a strong reference to

1) the three out of the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development are specifically relevant to tourism: Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 12. Ensure sustainable consumption and production patterns and Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development);
2) the Paris climate conference (COP21) goal to reduce emissions by at least 40% by 2030 and
3) the EU Circular Economy Action Plan and the Plastics Strategy, as part of its comprehensive Circular Economy Package.

then will match startups developing sustainable and responsible solutions with traditional SMEs from the tourism sector which are left behind in bridging the gap with sustainability.

The programme develops

1. a well-balanced mix of learning and training activities to equip both tourism professionals as well as companies (startups and SMEs) with sustainable management skills; and then to
2. match together the most breakthrough innovators in the sustainable and responsible tourism value chain with traditional SMEs. **The scope is to create synergies and foster cross-border and transnational cooperation, knowledge sharing, to stimulate the ECO responsible transition.**



MADER, 2009

The focus will be on sustainability in tourism as key factor and topic: tourism professionals and SMEs must be prepared for the increasingly harsh consequences of climate change impacting the industry. From flights cancelled due to adverse weather conditions, natural disasters due to high peak in CO2 emissions, the dire consequences of climate change will increasingly affect tourism seasonality, as well as tourism product design. But ultimately they can ignite that transformation in tourism to generate and serve the ***sustainable tourism economy***.

The narrative of the project will be then on climate change affecting destinations, however the programme is **fully scalable to multiple verticals and topics**, ranging from natural to cultural heritage tourism; from culinary tourism, to coastal and maritime tourism, etc. with a view to foster a rapid change towards a more sustainable tourism in the tourism industry as a whole.

Overall objectives of the EU ECO-TANDEM Programme project:

1. to create the conditions for a concrete transnational and cross-border cooperation between tourism innovators (namely the EU startups) and traditional SMEs;
2. to upskill SMEs' competences and skills in the field of sustainability in tourism for improving their capacity and management and to stimulate a sustainable approach to sustainability and responsibility in tourism for young entrepreneurs and innovators;
3. to set the foundation for a joint collaboration between different stakeholders but ultimately between innovators and traditional tourism SMEs for exploring and uptaking innovation solutions for sustainable tourism industry, encouraging cross-sectoral cooperation.

Specific objectives of the action:

- to design & deliver a transnational and cross-sectoral education and training programmes for up-skilling the tourism professionals and tourism enterprises for improving their competitiveness in the market through better sustainable management;
- to boost knowledge and tech transfer between innovators (startups) and traditional tourism SMEs from Italy, Germany and Slovakia by facilitating joint cooperation, peer to peer learning and piloting of the resulting innovative solutions worked out in TANDEM;
- to support the growth and the eco-transition of at least 60 traditional SMEs (15 minimum per country) by the design & delivery of a business transnational, cross-sectorial incubation programme carried out by the Consortium partners incubators and Business Support Organisations based on tangible cooperation (in TANDEM) on specific sustainability challenges, with a view to improve the SMEs service offering and to potentially develop new products, services, skills and new business models;
- to contribute to the implementation of existing, relevant EU/national/regional strategies and/or
- certification schemes linked to sustainable tourism and to sustainable development;
- to recognise the lesson learnt and to support the implementation of the solutions and related certification schemes by providing direct financial support for capacity building in sustainable tourism to the selected "TANDEMEES" tourism SMEs and startups;
- to enable the ECO-TANDEN TOURISM NETWORK;
- to plan a sustainability plan for the programme scale-up and replication beyond the EU co-funding.

B.1.2. Target group/audience

The EU tourism market is key to the EU economy. In 2017, the **total contribution** of Travel & Tourism to EU GDP was of 10.4% employing more than 27M people and is forecasted to rise by 2.8% in 2018, and by 2.4% pa, from 2018-2028, to USD991.4bn (3.9% of total GDP) in 2028.

In terms of **employment**, 2017 Travel & Tourism directly supported 14,423,500 jobs (3.8% of total employment). This is expected to rise by 2.3% in 2018 and rise by 1.7% pa to 17,431,000 jobs (4.6% of total employment) in 2028.

Tourism flow in Europe show an impressive growth: Visitor exports generated USD546.3bn (5.9% of total exports) in 2017. This is forecast to grow by 3.8% in 2018, and grow by 3.7% pa, from 2018-2028, to USD814.1bn in 2028 (6.7% of total).

In terms of **performances**, the top tourism spender in the EU is Germany with euro 74b spent in 2017, up 3% from 2016, followed by the United Kingdom (+3%) with euro 56b and France (+1%) with euro 37b. Italy (+6%) spent euro 24b in 2017 and Spain (+12%) 20b. Demand from these and other European source markets fuelled inbound growth in European destinations as well as others outside the region[4].

The EU tourism market is the result of a multitude of different players, thus the tourism value chain is characterized by three main factors:

- ***heterogeneity:*** the tourism industry is made up of a large variety of complementary enterprises (tourism attractions, accommodation, intermediaries, bars and restaurants, transports, tourist offices, …) that, together, provide tourists with the experience they are looking for;
- ***plurality***: there is no single tourist product (even in the same destination), but different forms of tourist consumption are defined by different bundles of goods and services;
- ***geographic dispersion:*** while consumers (the demand) are located in a geographic area (the area of origin), tourism products and services (the supply) are located in another one (the area of destination where tourism is actually consumed) except for outgoing intermediaries who usually work in the origin countries of tourist flows (Ecorys, 2009).

However, in this heterogeneous and geographically disperse framework, three main actors can be identified, and namely *1. the demand side*, consisting of very heterogeneous consumers, *2. the supply side*, typically located in a particular tourist destination and, in between, *3. intermediaries*, which put together and sell the different tourism services to the customer.[5]

The **supply chain** can be pictured as follows, which is also targeted by the EU ECO-TANDEM Programme project:

> COMMODITIES

● Accommodation

● Transportation

● Entertainment

● Attractions

> INDUSTRIES

● Accommodation services

● Food & beverage services

● Retail Trade

● Transportation services

● Cultural, sports & recreational services

Among the *"intermediaries",* National Tourism Organisations (NTOs) and Destination Management Organisations (DMOs) can be also included.

On top of that, the target audience of the ECO-TANDEM PROGRAMME project will be mainly b2b oriented and can be listed as follows:

DIRECT AUDIENCE AND RELATED TARGET GROUPS:

1. **Tourism SMEs *(including but not limited to Hotels and similar accommodation; Holiday and other short-stay accommodation; Camping grounds, recreational vehicle parks and trailer parks; Travel agency, tour operator reservation service and related activities*)**: European tourism SMEs face strong competition. For them it is important to differentiate their products from the large industry players by concentrating on niches and creating offers with a specific value to the customers. In this context good cooperation between tourism operators becomes crucial. Being digital market a great business opportunity to expand their market and their growth, ICTs can play a key role in building trustworthy and reliable relationships among business partners and in providing them with flexible and dynamic tools to cope with the highly dynamic market challenges. Despite the

[4] UNWTO European Union Short-Term Tourism Trends

[5] TourismLink Project Report

relevance of ICTs for the whole industry, there is still a low level of adoption, mainly due to the characteristics of the European tourism enterprises and their limited size. Sustainable standards and solutions are still to be exploited, thus representing a remarkable market opportunity for the growth of the EU SMEs.

   a. ***Main Barriers:*** knowledge about certification procedures; the implementation costs (both monetary & organizational both for ICT and sustainable transformation); the difficulties faced in fostering collaboration and cooperation within the industry; the problems encountered in achieving a good interoperability of ICT systems in-company and between-companies and the substantial lack of agreed technical standards for data representation and exchange as well as in the field of sustainable approach in tourism..
   b. Snapshot of the different tourism SMEs based on vertical:
      i. **Accommodation:** Data from 2009, show a prevalence of micro-enterprises (83% of the total EU hospitality industry). Medium-enterprises (employing 50 to 249 people) and large hospitality companies (employing more than 250 people) are almost non-existing in the EU accommodation sector as, all together, they are below an average share of 3% (2.7% in old and 2% in new member states). If Greece, France, Italy, Austria and the Netherlands do not have almost any of these companies, medium and large enterprises in UK, Denmark, Cyprus and Ireland, on the contrary, represent a share between 8% and 16.5% of the total.
      ii. **Travel Agent and Tour operators:** Micro-enterprises count for 93% of travel agents and tour operators operating in Europe in 2009. If also small companies (employing 10 to 49 people) are considered, this share reaches a total of 99%. As a consequence, the sector appear to be even more fragmented than the hospitality one. Following the same scheme illustrated for the hospitality industry, the ratio of medium and large travel agents and tour operators (employing more than 250 people) active in the European Union does not go further than 1% (1.3% in old and 0.5% in new member states).

2. **Startups (all market sectors):** According to Startup Monitor 2018, while sectors such as IT/Software development (19.1%) or Software as a Service (18.5%) are still well-represented, new companies have also been created in trending sectors such as: Green Technologies (4.0%) and in the Fin-Tech sector (5.1%). Most Startups are either in the Startup Stage (46.1% have completed a marketable product or service and report first revenues/users) or Growth Stage (33.7% show significant positive developments in sales turnover and/or number of users). Most startups engage in Business-to-Business (B2B) markets (82.1%) and generate their revenue entirely (46.5%) or mainly (25.3%) through working with other businesses. The locations where revenue is generated are mostly within continental Europe (84.2%), with a large base in the startup's country of origin (62.4%), followed by other EU countries within the eurozone (17.7%) and the United States of America (8.9%) which is, among others, the most popular international market.
   a. **Growing** is a crucial part of startups' DNA and therefore it is no surprise that 88.0% of participating startups are planning to (further) internationalise in the coming twelve months.
   b. **Startup-SME cooperations** are almost three times as common, compared to cooperations with large corporates. 78.6% are actively cooperating with SMEs, with 60.2% of these cooperations being crossborder. The main goal is to access new markets (76.5%) and less to boost reputation (24.2%).

INDIRECT AUDIENCE AND RELATED TARGET GROUPS:

1. **NTO and DMOs**: Today's globalized market, characterized by rapidly increasing numbers of tourist arrivals,emerging destinations and a volatile tourism demand, forces NTOs and destination managers in general to visualize tourism development not only from a marketing perspective. The question must be addressed based on how destination competitiveness can be sustained over time. This does not only imply the protection of the destination's

environment on which tourism development relies. It also means that tourism benefits should be spread among all the involved stakeholders, including host communities, which today, more than ever before, are part of the tourist offer and will contribute directly to its success

2. **Local, regional and national public and private bodies in charge of tourism, culture and creativity (such as ministries for tourism and culture, chamber of commerce, bodies in charge of managing sustainability standards, municipalities, regional bodies, etc.)**
3. **Other cultural or tourism related stakeholders such as associations, institutions, networks or working groups (e.g. ETC, UNTWO, etc.)**
    - A framework stimulating tourism competitiveness and an effective management, improving the skills of tourism SMEs, startups and professional but ultimately stimulating to a synergic cooperation is specially needed for the tourism value chain, in particular when dealing with sustainability. With this respect, progressive strategies, initiatives and policies are existent in Europe. However, this existing knowledge is not being capitalised to its full potential due to a lack of discussion and exchange platforms involving both public and private tourism stakeholders and facilitating the exchange/transfer of knowledge. In order for the EU tourism to be both competitive and sustainable, skills specifically related to sustainability approach and methodology, solutions and processes need to be improved to meet high quality standards responding to the new tourism demand (sustainable tourism economy). The same consideration could be done also for the need to boost the potential of startups who can play the role of enablers in the tourism transformation to a more sustainable approach. In order to stay the world's #1 tourist destination, tourism stakeholders - and in particular SMEs - have to combine their efforts and work within a political framework coherent with local, regional and national strategies and policies, considering the priorities of EU2020 Strategy. Areas of competence in the tourism sector are often decentralised. It is therefore important to involve public gov. authorities both at national, regional and local level and educational bodies in the provision of specialised edu and training programmes. The project's objective goes beyond the mere discussion of good practices and pretends to prepare the transfer of good practices. To this end, it is necessary to involve the players that have the competence to transfer/implement a good practice in their territory, in particular national, regional or local public authorities. To this extent, good or best practices in EU can serve as a ground base for the design of a scalable edu & biz programme for the benefit of tourism SMEs. Their upskilling as well as implementation of innovative solutions from startups can generate transformational tourism offer, differentiating the EU tourism at global level (e.g. conclusions from the 2. meeting of the UNESCO/UNITWIN network -Culture, Tourism and Development- recommend the creation of PPPs as a successful model). To this matter, the project will also target SMEs and startups ecosystem players such as private bodies and other tourism stakeholders.
4. **Young professionals working in the cultural sector seeking for a job in the area of sustainable and responsible accessible tourism in regions in crisis or conversion and need to upgrade their skills:** Often, promotion lacks in international focus, not taking into account the positive impact on the competitiveness provided by trans-nationality, social inclusion and sustainability. Both public and private stakeholders have to be sensitised on the added value on this and cooperation has to be emphasise. The tourism sector offers great potential for economic growth and sustainable transformation in tourism is a must: the comparative advantage of European countries as tourist destinations also relies on their unique tourism assets, which motivates their different approaches to sustainable tourism. Practical guidelines for young tourism professionals may facilitate further action for sustainable tourism. Organizations could participate in a common roundtable to formulate recommendations, tailored to individual circumstances but also taking into account common challenges. Especially in tourism regions in crisis or conversion or with a low accessibility tourism capacity, this sector offers great opportunities for growth. Skills have to be improved in order to increase workers' employability and take advantage of this. The sustainable and responsible tourism has great potential to boost the local economy and employment, but

there is a strong need of up-skilling. With this in mind, the project also addresses young workers (under 29 years) already active in the management and promotion of sustainable and responsible tourism regions in crisis or conversion.

5. **Incubators, accelerators and co-working space in the EU:** Startup ecosystems are showing positive performances in Europe. The global top five are: Silicon Valley, New York City, London, Beijing, and Boston. In Europe, Paris cracked the top 10, moving up two spots from 2017 to #9 overall. Nine European startup ecosystems are ranked in the top 30: London, Paris, **Berlin**, Stockholm, Amsterdam-StartupDelta, Lausanne-Bern-Geneva, **Munich**, and Barcelona. The role of incubators, accelerators and co-working space is key in providing growth opportunities to breakthrough innovators in Europe and to set the foundation for further cooperation between startups and SMEs. Startups contribute to structural change and may change the course of action in companies, industries and the public sector. The capacity to progressively engage incubators, accelerators and co-working space in Europe will be key for the project main scale-up goal, i.e. the creation of a network for delivering the ECO-TANDEM Programme, involving the EU startup ecosystem for the benefit of the tourism SMEs.
6. T**he General Public:** the general public is typically interested in "innovation" and within the startup ecosystem this is a typical way of promoting and providing visibility to startups, founders but ultimately to create networking opportunities. The target group will therefore key in all the promotion and recognition events.

B.1.3 Description of work methodology and tools

The EU ECO-TANDEM Programme project is strongly based on the concept of **"tandem",** *i.e. a close relationship between two or more people or organisations that depends on cooperation***.** The structure of the project is simple:

1. a well-balanced mix of learning and training activities to equip both tourism professionals as well as companies (startups and SMEs) with sustainable management skills; and then
2. to match together the most breakthrough innovators in the sustainable and responsible tourism value chain with traditional SMEs.

The mechanism:

1. **info-events and workshops to launch and promote the programme locally** on two levels:
   a. on one side, by EU tourism SMEs interested to "eco-transition";
   b. on the other, by EU startups interested in providing their innovative solutions for enabling the tourism SME eco-transition
2. **open calls for participation and for solutions** (for SMEs and startups) to solve specific challenges in the tourism value chain (sustainability and responsibility in tourism)
3. **call for external advisors;**
4. **matchmaking events** (Italy, Germany and Slovakia) for creating the TANDEMs (1 tourism SME+1 startups - cross-sectorial and transnationality will be encouraged)
5. **Commitment and plan of action** for solving the challenge to be ready and submitted in 2 months;
6. **selection of the winner TANDEMs and financial support provided;**
7. **reporting and follow up**.

→ **Methodology and Plan of Action**

To achieve these objectives and impacts, the scheme of the project will comprise 2 main phases during the 36M project duration according to the following Work Methodology:

Phase 1: from M2-M24 "intelligent work", comprising education and training activities (benchmarking, good practices identification, discussion fora and digital platforms); promotion; capacity building activities (education & training programme design, modelling and delivery); cross-border biz programme design and enrollment;

Phase 2: from M22-M36 "pilot action", including the biz programme delivery, the pilot actions in 3 countries to test and validate the results achieved, recognising the value, evaluation and follow up.

Cross-activities will be considered: from M1-M36 management [quality & financial control, active networking]; reporting, as well as communication and dissemination activities.

Phase 1 and Phase 2 will be developed around the following activities:

1. Strategic and Technical Coordination (in WP6): the activities will include the management of the project both in terms of technical, strategic and financial coordination. Reporting will be undertaken carefully to ensure a smooth monitoring and evaluation process. To assure a strong evaluation of the activities, also a Board of Directors will be in charge to manage (supervise, evaluate) the partners' tasks, and to validate the overall quality of the procedure;

2. Education and Training Design assessment (benchmarking, analysis, collection of transnational Good Practices, networking, **in WP1**): the activities will be based on a sound benchmarking in the field of standards for sustainability in order to gather information and collect existing transnational "Good Practices". A strong relevance will be also given to networking activities in order to increase the Consortium composition reach out and to maximise the outreach (additional partners, key-stakeholders for the engagement of SMEs and startups ecosystems, sponsors for ensuring the medium/long term economic sustainability of the project after the funding period).

3. Capacity Building – "Good Practices" exploitation and preparation of transfer (in WP1): the activities will be focused on the creation of the education and training material programme addressed to both SMEs, startups and professionals in the tourism value chain focused on sustainability in the tourism industry; on the education and training programme promotion and delivery;

4. Design and delivery of the cross-border biz programme (in WP2 and WP3): partners will actively work on the definition of the transnational model and mechanism; on identifying key challenges to be solved in the tourism value chain with specific regard to **sustainability**; on participants engagement and enrollment as well as TANDEM Advisors; on business planning and business modelling assessment for sustainability of the project based on the results achieved; on the planning of the promotion activities for scale-up of the programme;

5. Pilot cooperations running (WP3): the activities will aim at testing and validating the solutions identified by the startups and SMEs working in Tandem; to gather data, quality and financial reporting for the following evaluation of the results. The pilot cooperations will last 45 days each: at least 60 SMEs will be involved, covering 3 different EU countries.

6. Management and monitoring of the biz programme, allocation of the grant, financial reporting (WP4): the awarded TANDEM (SMEs + startups) be celebrated and awarded at the final event and will receive the financial support. This will involve commitment, financial agreement sign.

7. Follow up and sharing of results (in WP4): measurement and analysis of the results achieved will be of paramount importance, so a strong data analysis will be conducted both in parallel with the pilot actions as well as at the end of it. The results will provide a detailed analytic evaluation report, feeding the fine-tuning of the programme for further replication, and for recommendations for policy makers in the field of sustainability standards and certification as well as tourism market players with specific focus on sustainability standards and certification.

8.Sustainability and community cooperation (in WP5), in order to ensure the project long-term activity beyond the EU co-funding. To this extent, a strategy for ensuring continuous cooperation with other running EU co-funded tourism initiatives/projects in the field of sustainability in tourism, EU granted initiatives supporting SMEs in the field of the call, Startup Europe initiatives and projects and the continuation of the established relations, once EC funding is going to be over will be elaborated. The strategy will detail how the partners plan to stay in touch and empower further the created EU EU ECO-TANDEM's Community.

9.Expansion Plan and networking empowerment (in WP2, WP5), to expand the resulting networks after 36 months of implementation by engaging new incubators, BSUs and create powerful connections with running similar projects at global level.

Management, quality control and evaluation: 1. assessment (promotion & engagement activities); **2. execution** (training, assembling applications, matching relationships, relationships administration and on-site support activities); **3. overall monitoring & evaluation** (quality assurance and oversight, outcome reporting and capturing learning, planning for long run success). Further components will include **"reporting" for monitoring and evaluation activities**, also in front of the EC. Quality control will be crucial, supervised by the Quality Committee. An EU-wide governance model is also designed for scale-up purposes (see WP2). In order to work efficiently in the partnership, two independent entities will be created:

1. **A Quality Committee** composed as follows:
    a. Project Coordinator (X23)
    b. 1 Communication Officer (ENIT)
    c. 1 Programme Manager (HHL)
    d. 1 Education Manager (Uni Graz)
    e. 1 Standards and Certification Manager (GREEN)
    f. 3 External Steering Advisers

    The Quality Committee will have regular virtual meetings (Quality Assessment Meetings - WP6) and carry out monitoring and evaluation activities in order to detect obstacles to the correct project development in time. If applicable, members will decide jointly on the adequate corrective measures. The setting up of a Quality Committee will not only contribute to sound management and the achievement of the expected results, but will also reinforce the effectiveness and transparency of the action.

2. **The High Level EU ECO-TANDEM Advisory Board** composed of at least 8 members segmented as follow: a minimum of 50% of private investors (bankers, private equity fund managers, business angels) and 50% of tourism sector and sustainability experts, chaired by the Coordinator (X23) and the Biz Programme Manager (SocialFare). A member of the Commission will be invited as an observer. The Board will chair at the beginning of the programme delivery and will be responsible for selecting the final SMEs and startups to be awarded with the "TANDEM" vouchers. A specific code of conduct will be elaborated, including the counter-measure in the event one member needed to be substituted. The members of the Advisory Board will chair remotely the first time at M6 for kicking off the activities, while the selection process will be carried out remotely. During each coordination meeting set up for the selection process, the outcomes of the evaluation of the candidate tourism SME and startup will be fully assessed and evaluated; interview (web-based) with the candidates will be scheduled in case a few relevant issues need to be investigated. In parallel, monitoring and evaluation activities will be carried out by the Quality Committee and reviewed. The members will attend the awarding ceremony and the costs will be covered by the project as well as for the speakers.

The project will promote the EU ECO-TANDEM PROGRAMME also as a **mean for raising awareness on sustainability and climate change**. Thus, when possible, project's activities are conceived in line with this objective, ensuring actions and methodologies carefully oriented to lay low carbon footprint and, in times of a digital economy, actively reducing paper waste: in this sense, the Consortium has decided to reduce project members' travel activities to the necessary minimum and to organise virtual meetings instead of face to face ones. Digital platform and tools, paired with the extensive use of the EU ECO-TANDEM website, will contribute to effectively reach the target and increasing the project's impact.

The project's outputs (Training materials) will be published in **digital version in order to avoid paper waste.** A balanced mix of digital and traditional materials will ensure the maximum reach out.

International meetings and events will be celebrated online by using training platform such as GotoWebinars, Zoom or similar and planned well in advance to be convenient and accommodates the stakeholder's availability.

Recognising the importance of involving the local SMEs and startups ecosystems, project partners will organise local happenings and info days under WP1. A final awarding celebration event will also serve as Final Dissemination event, thus reducing travel costs and keeping an eye on CO2 emissions.

The quality of the communication and channels will be assessed by surveys and evaluation questionnaires sent out to tourism stakeholders, SMEs support organisations, startup incubators and accelerators, startup coaches and mentors. Ad hoc surveys will be conducted in WP1 in order to gather information and relevant data directly from the perspective of the entrepreneurs, SMEs startup co-founders and teams, to investigate their expectations with respect to the programmes and main relevance to their market sector, resulting in the collection of key valuable information to better shape the education and biz programme in the year to come. Similarly, surveys and interviews will be conducted after the local happenings and events in order to measure and evaluate the results achieved and the participants' feedback. Additionally, the Consortium will carry out a midterm and final review which will be led by the Coordinator in cooperation with the Quality Committee, including specific reporting related to grants awarded, expenses and results. The midterm review will verify the correct implementation of the project according to the plan of action and will assure that the expected results will be achieved in due time.

B.1.4 Performance Indicators

Title	Brief Description	Target *(quantity)*
Sound Project Management and Coordination project partnership meeting (WP6)	Deliverables are submitted on time	• 1 technical progress report at M13; • 1 periodic technical and financial report, linked to a request for interim payment at M25 • 1 deliverable giving details on the Call (to be implemented by the consortium) for the selection of third parties (tourism SMEs) to be awarded financial support at M20. • 1 deliverable elaborating on the evaluation and selection process of the beneficiary-organised Call for third parties (tourism SMEs) to be awarded financial

		support to be submitted one month after the conclusion of the evaluation process in WP4 at M31 • 1 deliverable in the form of a report, in the last month of the co-financing period that reports on the improvement in the uptake of sustainable solutions by tourism SMEs supported by the project at M36 • 1 final technical and financial report M36.
Smooth management of the proceedings (WP6)	Indicator: word and excel template delivered (stakeholder table list; evaluation questionnaires; surveys)	3 Templates
Improved knowledge	Indicator: 18 Good practices identified, 9 selected	18 Information sheets collected

of existing GPs in Europe in the field of sustainable tourism education and training (WP1)		
Improved skills and competences for SMEs, startups, tourism professionals and young entrepreneurs/ and increased competitiveness and employability (WP1)	• Structure of the webinars education and training co-programmes and • related learning materials; • List of participants evaluation • Questionnaires	• 150 participants to the education and training programme with • improved skills, among them • 60 young entrepreneurs; • at least • 1 full educational programme for young entrepreneurs/tourism professionals including 10 different Modules; • 150 evaluation questionnaires • collected
Enhanced transnational cooperation of public and private stakeholders (including SMEs) on tourism sustainability (WP1, WP2)	• Number of activities organised (including transnational and cross-border activities) in support of tourism SMEs (including trainings/workshops/study trips etc.)	• At least 1 info-day per partner celebrated (9 in total) • At least 1 workshops per partner celebrated (9) • At least 1 matchmaking event organised in each country (3 in total: Italy, Germany, Slovakia) • At least 120 SMEs and startups applying the call
Increased transnational character and creation of a critical mass of stakeholders for the sustainable tourism sector engagement	• Inclusion of Associated Partners per Consortium Partner via Letter of Support (LOS) • List of identified stakeholders (including incubators / accelerators); • Surveys on startups and incubators / accelerators in the participating countries • Surveys on sustainable tourism related incubators / accelerators in the participating countries	• 250 stakeholders identified/listed; • at least 90 surveys collected • at least 36 Associated Partners actively involved;

and tourism SME and startup ecosystem community engagement (WP1)		
Magnitude of the biz programme (WP1, WP2)	Number of countries and number of tourism SMEs involved in the project and supported by the organised activities	• 3 countries covered by the project in 3 year; at least 3 added countries at the end of the initiative; • At least 120 SMEs/statups engaged and 60 supported; • At least 90 entrepreneurs/ tourism professionals attending the educational programmes
Consolidation of the quality of the programme: Increasing the competitiveness of tourism SMEs by improving their capacity and uptake of innovative sustainable solutions (WP2, WP3)	• List of eligibility criteria • List of the Evaluation criteria; • List of applications received; • List of external TANDEM Advisors • List of 1 to 1 interviews; • List of the Quality Standards; • Final Evaluation reports	• 1 Call announcement • 1 Evaluation Form • 1 Applicants List • 1 TANDEM Advisors List • at least 60 1to1 interviews celebrated • Final Evaluation Report consolidated
Boosting innovation in sustainable tourism through knowledge transfer and cross-sectoral collaboration (WP4)	Number of tourism SMEs reporting by the end of the co-financing period about considerable improvements in responsible and sustainable management as a result of the project	• At least 60 SMEs (TANDEMEES) reporting successful results from the pilot cooperation; • At least 60 SMEs and 90 entrepreneurs completing the educational and training programmes;
Increasing transnational cooperation	Number of cross-sectoral and transnational partnerships established between tourism SMEs as a result of the project	• at least 40 SMEs/startups attending each

between tourism SMEs as well as between SMEs and incubators, accelerators and knowledge providers (WP3)		matchmaking event (120 in total) • at least 60 meetings booked in all the matchmaking events • List of TANDEMS created • List of TANDEM Advisors • List of Plans received • List of Winners
Encouraging tourism SMEs to invest in sustainable solutions and capacity building (WP3, WP4)	Number of SMEs starting the eco-transition	• At least 40 SMEs implemented the startup solution or started the process for getting a sustainable eco-label certification at the end of the programme
New market opportunities for SMEs, start-ups, in the tourism sector and for providers of sustainable solutions (WP3, WP4)	a. number of meetings requested to SMEs and startups during the matchmaking events	• at least 50 new deals agreed (between SMEs and startups or startus and investors)
	b. percentage of deals closed (for SMEs and startups)	70%, measured by contracts signed
	c. rate of successful TANDEM (satisfaction level based on SMEs and startups feedback)	90%, measured by the follow up interviews
	d. number of businesses that expanded (turnover/job increase/creation)	50% of SMEs with an expanding or scaling up the biz; 50% of the startups increasing their growth potentials in terms of capital raising Measured by: interview (Skype) post-TANDEM questionnaire
Communication, Promotion and dissemination (WP2, WP5)	• List of Participants to the info-days and workshops; • Project website statistics; • Increased visibility of the project's activities, results and of the EU co-funding;	• Registration ticketing analytics (270 for info-events at Consortium level;

	• List of Participants to the final; • Dissemination/awarding event; • N of evaluation questionnaires to measure the increased awareness of the EU ECO TANDEM community and network.	180 for the workshops) • 2000 visits to the project's website (5.000 in 3 years) • at least 700 followers on the project's social media accounts in Y1 (2500 in 3 years) • at least 250 attendees to the final awarding ceremony • at least 100 questionnaires collected
Ensuring the practical and economic viability of the initiative and the resulting network after the EU co-funding (WP2, WP5)	• N. of sponsors engages; • N. of added countries; • Scaling up of the governance model • N. of new countries engaged	• 1 sustainability Plan • At least 10 sponsors engaged; • At least 6 added countries involved; • At least new 4 National Coalition Representatives joining the ECO-TANDEM network; • At least 3 new Country Managers joining the ECO-TANDEM network; • At least 3 Regional Antenna Partners joining the ECO-TANDEM network;

B.2. Management structure and procedures

B.2.1 Organisational structure

The ECO-TANDEM PROGRAMME project will be implemented by a very well balanced Consortium, a constellation of partners from the tourism, education and training specifically in the field of sustainable and responsible tourism, business support organisations, incubators and accelerators with a long track-record in providing training, promoting tourism and the tourism SMEs, providing business support services to SMEs and startups, with a specific focus on innovation and in the social impact as well as in tourism. Partners are highly-skilled in all the key topics covered by the call: tourism, SMEs support and internationalisation, specialised training and education in the field of sustainability in tourism, startups incubation and acceleration, open innovation. Furthermore, the participant partners can count on a consistent network of stakeholders (in the field of tourism, innovation, sustainability, eco-certification, startup ecosystem), relying also on strong relationships with regional or local authorities in charge of promoting tourism and innovation to the tourism industry value chain but ultimately to the general public as well.

P1. X23 **(X23)** srl will be in charge of the Coordination of the project, and play the role of **Project Manager** and **WP6 Leader** basing on background and track-record in leading EU projects, in particular in the field of tourism and entrepreneurial support programmes and startup incubation and acceleration. X23 is a business support organisation based in Milan and Rome bringing over 25 years' private sector expertise in supporting new entrepreneurs, established businesses and corporates. X23 is committed to innovation and to boost the growth potential of innovative startups and SMEs to compete at EU and global level. Enterprise creation and business growth is a daily challenge, commitment, talent and grasp of the situation are key elements to emerge in a very competitive market, and we have the experience to support businesses at every stage. Since the beginning X23 focused our key expertise in 3 main areas:

1. **research and innovation:** X23 provides support to innovation, inspired and driven by "collaborative innovation" fostering dialog, knowledge and innovation transfer with the aim to increase startups, innovative SMEs and enterprises competitiveness in cross-cutting market fields, from ICT to advanced manufacturing, from health to agritech, from space to digital tourism.
2. **grow:** X23 is 100% growth focused, that is why we support startups by our EXOO23|Radical™ growth programme, where growth happens every day: a lab hosting a pool of industry experts, mentors, coaches, creative minds, social innovators, tech-geeks, talented startups committed to radical innovation.
3. **scale-up:** a powerful network and the capacity to connect companies and corporates to startups is the key for an exponential growth. X23 supports startups and innovative SMEs in the internationalization process, cross-borders investments.

X23 is an active member of the Startup Europe Alliance, it played the role of International Network Manager at Startup Europe Awards (SEUA), the Eurovision for Startups in 2016, an initiative by DG Connect and supported by the EU Committee of the Regions. X23 is the Regional Manager for South Europe Startup Award (SESA; 2700 nominations received so far in 2019 from all the countries involved, i.e. Italy, France, Spain, Portugal, Greece, Malta and Cyprus) and Northern Africa Startup Award (NASA, covering Tunisia, Egypt, Morocco, Algeria, Libia, Senegal and Nigeria) at the Global Startup Awards, the global competition recognising the value of the global startup ecosystems covering 7 macro-regions and 70+ countries globally. SESA and NASA are supported by the Italian Ministry of Innovation, the Italian Ministry of Affairs and the Italian Trade Agency. X23 runs its own incubator/accelerator - EXOO23|Radical™ - with a set of targeted "growth programmes" for startups and high-growth SMEs in different verticals (tourism and digital tourism included) and it is very active in the digital skills sector, playing the role of official Pledger and Member at the Digital Skills and Jobs Coalition (DG Connect Initiative). Its well-established network is formed by SMEs, startups, "nascent" entrepreneurs, consolidated enterprises, incubated enterprises from different market sectors. X23 can reach a wide pool of SMEs and startups to be involved in the programme: **nearly 500+ entrepreneurs could be reached (indirectly**) by the local connections with the most important entrepreneurial universities, incubators, accelerators; **at least directly 250 for the action**; **at least 50 SMEs, given** the partnership X23 is running with SMEs associations, public entities in charge of internationalisation (Italian Trade Agency) and innovation through to its broad network of innovative SMEs cooperating together with X23, boosting their capacity building and economic growth, regional development agencies, Chambers of Commerce, national and international private or public incubators. Members of the staff are skilled professionals experienced in EU project management as well as national projects with specific skills in designing innovative business models applied to the tourism value chain and to provide innovation business support services to high-growth SMEs and startups. Marika Mazzi Boém, as Innovation Strategy Director, Senior Project Manager and EU Expert and Evaluator, 25+yrs background experience in the field of project designing and management, business stratety, extensive experience in the management of EU projects (EUMillennialsTOUR, EUHeritageTOUR, EU UNESCO4ALL TOUR, Lean In the EU Women Business Angels Community, Migrant Entrepreneurship for Change, HEUREKA, PROMETHEUS (CIP ICT PSP), ePASSPORT (EAC), Media2007 (EACEA), CREASUS (Creative Europe), BeLive3D (H2020 Reflective Society). Giuseppe Laquidara, Ph.D. in Complex Systems, as Chief Coordinator Officer and Chief Technologist, 25+yrs background experience in the coordination and management of team groups, complex projects, consortia both at national and international level (HEUREKA, PROMETHEUS, CULTURE VIVARIUM, ABC-CUBE, CULTURE PLUS, BeLive3D, EUHERITAGETOUR, CREASUS, etc). Anastasiia Yakush, as Project Manager, with a specific expertise in business administration; Marta Blini as Communication Specialist; Carolina de Novaes Uchoa, as Legal Specialist; Renati Petani as Programme Incubation Specialist. The team will receive the support of a Trainee with an education in the business and administration field (WP4 activities, Task 4.2 Financial support assignment (vouchers) and use of fund plan; and WP1 (Task 6.1 Technical Coordination and Management; Task 6.4 Reporting; Task 6.5 Administrative proceedings).

P2. SocialFare (SF) will play the role of WP2L and Biz Programme Manager (BPM). Social Fare is the first Center for Social Innovation in Italy and **a social impact incubator certificated by the Italian Ministry for Economic Development.** It accelerates the best social impact startups - ideas that can develop innovative solutions for pressing social challenges - selected through the international call FOUNDAMENTA. The startups and enterprises **accelerated by SocialFare are supported financially by SocialFare Seed and have the opportunity to present in front of a prestigious panel of investors during the Social Impact Investor Day.** SocialFare Seed is the private vehicle, founded by impact investors, that invests up to 500k € per year in the startups and selected and accelerated companies through the call FOUNDAMENTA by SocialFare: a unique and innovative example for the Italian startup and investment panorama. The investors of the fund are involved in the selection of startup and invest with a seed fund up to 100k€ in cash in exchange for equity. Investors of the fund also support the startup during the acceleration with a vast network of contacts, synergies and opportunities at both national and international levels. The portfolio invested 520k€ in a year. Through research, engagement and co- design it develops innovative solutions to urgent, contemporary societal challenges, generating new economy. SocialFare believes that social value can generate economic value and convergence for innovative products, services and models. With an extensive network of national and international partners, SocialFare accelerates knowledge and entrepreneurship with a social impact through systemic design, design thinking, social finance, mentoring and networking for scalability. SocialFare is partner of Cottino Social Impact Campus , the first campus in Europe dedicated to Impact Education, a center that will promote the culture of impact and social responsibility through an innovative training model open to professionals, entrepreneurs and students, with the objective of contributing to form a new and renewed generation of leaders and transformational organizations. The Fondazione Cottino founds the Campus in strategic partnership with SocialFare, Politecnico di Torino and ESCP Europe. Members of the staff are skilled professionals experienced in social innovation design and research and to provide innovation business support services to social impact startups. Among the Senior Management, Guglielmo Gori, SocialFare Acceleration Programme Coordinator, 6-year experience in startup and business accelerator, Experientia Design Consultancy, Innovation Researcher, International studies as visitant student at the American University of Beirut and at the Southern University of Denmark Graduated in Management Engineering at the Polytechnic of Turin. And Martina Muggiri, Systemic Designer in the Acceleration Program in SocialFare, with a Design Thinking and Systemic approach for product, target and market validation; Marketing & Branding strategies, 9 years work experience as a designer in the field of sustainability, upcycling, human centered & systemic approach, urban regeneration: Studio Superfluo, design collective and cultural association co-founded in 2010 3 years work experience as a designer in marketing, brand management & strategy; Italian scale-up Grom (acquired by Unilever in 2015); International study and work experience, local communities development projects: Student and researcher at the University of Minas Gerais (UEMG) in Brasil; Graduated from Politecnico di Torino in Eco Design and from ISIA Roma in Industrial Design.

P3. The Italian National Tourist Board has been founded in 1919 as ENIT (Ente Nazionale Italiano per l'Incremento delle Industrie Turistiche). **ENIT will play the role for WP5L and Communication Manager. ENIT works for Italy to promote the Country all over the world.** The promotion is carried out with a corporate strategy developed by the headquarters in Rome and implemented **through 28 local offices and numerous partnerships with Embassies, Italian Culture Institutes abroad, the Italian Trade Agency, chambers of commerce, Regions and local authorities**. In the next few years, Italy's tourism development will be **focused on a value growth to generate economic, social and cultural sustainability: increase the value of the territories and businesses, as well as market relevance, and brand positioning.** Marketing strategies are based

on the knowledge of trends, tourists, and products thanks to the internal Department of Market Research and Statistics /National Tourism Observatory of ENIT. These strategies are developed in all markets, according to a precise demand segmentation. Operational marketing supports the products' commercialization, to strengthen the existing tourism-related products, innovating on traditional markets as well as breaking into markets with a high growth potential. Moreover, the digital strategy covers any action of the Agency in an all-encompassing way. ENIT – The Italian National Tourist Board - is a public economic entity, pursuant to the article 16 of the Law decree 31 May 2014 n. 83, converted with amendments by the Law of 29 July 2014 n. 106. It carries out its functions and activities through its central office in Rome and other 28 offices worldwide.
The National Tourist Board is supervised by the Ministry in charge of tourism and adopts its own accounting and administration regulations.
The ENIT Board of Directors is composed by the President and two members appointed by the Minister, and remains in office for 3 years. Currently, the ENIT Board is composed as follows

- PRESIDENT
  - Giorgio Palmucci
- BOARD MEMBERS
  - Magda Antonioli
  - Sandro Pappalardo

The Executive Management works in support of the Board of Directors for coordination, supervision and control activities. In this context and in execution of the proxies and tasks assigned by the Board of Directors, it performs specifically the following functions:

- It guarantees the effectiveness of the operation and organisation of the Agency, for which it ensures operational coordination;
- It ensures the correct execution of the decisions adopted by the Board of Directors;
- It ensures the evolution of the Action Plans at company level and in compliance with the overall budget;
- It guides organisational evolution, using value and continuous improvement as the main driver of the growth process;
- It identifies the personnel policy criteria;
- It promotes initiatives aimed at reducing business costs and / or improving the service level;
- It defines the organisational models, the operational and service regulations, the internal standards, the flows and the procedures of the Agency

P4. The Italian Chamber of Commerce for Germany (ITKAM) will play role of WP4L back-up partner. It is a German registered non-profit bilateral association, founded 1911. ITKAM has three offices in Germany, Frankfurt am Main (Headquarter) Berlin and Leipzig (Regional Offices) as well as representative offices in Italy and Austria. **ITKAM counts over 500 member companies.** In 2017 they gave assistance and consultancy to **3.000 companies, creating for them 3.500 international business contacts. ITKAM operates as a business network and acts as a gathering point offering enterprises a full range of services.** The main services and functions provided are the following: consultancy to SMEs in business development and internationalization; creation of network and cooperation with enterprises and university in the field of vocational guidance; investor assistance; market analysis; organization of trainings, seminars and conferences; organization of workshop and international B-to-B matchmaking events; organization of study tours and know-how exchanges in several branches; communication services; fostering entrepreneurial activities, verifying their feasibility and supporting the newly created businesses during the stabilization process. ITKAM has been active for more than 100 years in the consultancy of SMEs and could establish a wide network in Germany, Italy and Austria. Moreover, ITKAM is member of Assocamere, the Association of Italian Chambers of Commerce Abroad. Thanks to the membership to Assocamere, as well as to the experience in the implementation of various European projects, ITKAM has very good contacts to a number of policy-makers and stakeholders in Europe. The Italian Chamber of Commerce for Germany has a sound experience in the organization of workshops, seminars, study tours and conferences in various sectors (https://itkam.org/eventi-news/): ITKAM's main event, the German-Italian Innovation Conference, takes place every year in fall and sees the participation of well-known Italian and German businesses and institutions. The edition of 2018 "Investing in Italian innovation: Smart Policies for a Digital Europe" was organised together with the Italian Embassy, the Italian Trade Agency and BITKOM (Germany's digital association). This year's edition will be part of the "Venice Innovation Week", organizes by the University Ca' Foscari. Every year, ITKAM holds at

Hannover Messe (world leading industrial technology show) bilateral or trilateral conferences on specific topics: the ITKAM Colloquia. These cross-border seminars foresee high-quality keynotes and see the participation of experts and policy-makers. ITKAM has also a sound experience in managing international projects in the tourism sector. A recent example is Truly Calabria: a campaign to promote Calabria as an attractive tourism destination in Germany. The project foresees mission incoming, B2B meetings and promotional events involving experts and SMEs of the tourism sector in Italy and Germany. Members of the staff are skilled professionals experienced in business support services to SMEs and to support their competitiveness growth and internationalisation. Among the Senior Management, Ronny Seifert, Head of business development. His role at the ITKAM consists in directing and managing business development activities. Thanks to his highly target-oriented approach, he provides a systematic structure for the identification, planning, and management of projects.

P5. Leipzig Graduated School of Management **(HLL) will play the role of WP3L and Pilot Manager (PiM) and WP1 Back-up partner.** HLL is a private business school in Germany. Founded 120 years ago in 1889 by local entrepreneurs in Leipzig, HHL has today established itself as a premier provider of graduate management education and -research in Germany and Europe. HHL currently offers five study programs: a full-time and a part-time Master Program in Management (M.Sc.), a full-time and a part-time Master Program in General Management (MBA) as well as an Executive MBA program. As a university-level institution, HHL also offers a doctoral program leading to a PhD in Management. **Throughout its programs, HHL strives to educate effective and responsible business leaders with an entrepreneurial mindset.** In 2004, HHL was the first private business school in DACH (Germany, Switzerland, Austria) to be accredited by AACSB. In addition, HHL's programs are also accredited by ACQUIN and thus the German Accreditation Council. For the 2018 re-accreditation process, HHL has entered an agreement with both institutions to run a unique experiment for accreditation: pursue an integrated process to jointly combine the AACSB accreditation with the German System Accreditation. As a result, HHL's report will comprise both AACSB standards and the requirements of the German Accreditation Council. The two key dimensions of both accreditation frameworks are innovation, engagement and impact as well as a quality system ensuring high quality and continuous improvement in teaching and learning. In recent years, HHL faculty together with partners from academia and practice developed the Leipzig Leadership Model as an integrated framework to discuss responsible leadership. The model has achieved widespread impact and is implemented in all study programs as well as in executive education. HHL's faculty continuously advances it for better application in discussions. **In 2014, HHL founded its own accelerator SpinLab – the HHL Accelerator.** SpinLab offers acceleration flights twice a year and provides coaching, networking and infrastructure. **By now, already 40 SpinLab Startups used this opportunity and raised approximately 29 million Euro funding in this process or afterwards.** National partners such as Porsche, Deutsche Post and Deutsche Bank as well as regional partners such as the City of Leipzig and the Technologiegründerfonds Sachsen are supporting the SpinLab Accelerator on an ongoing basis. Recently, SpinLab has also taken the role of the agency for the Leipzig Digital Hub for Smart Infrastructure to further spur cooperation between startups and incumbents. Members of the staff are skilled professionals and researchers experienced in management education and to support young entrepreneurship and startups to growth and internationalisation. Among the Senior Management, Tobias Dauth, Dr. rer. pol., ESCP Europe (Chair of International Management and Strategic Management). He has great experience in Business Management. Member of the Academy of International Business Member of the European International Business Academy Member of the German Council on Foreign Relations (DGAP).

P6. The Slovak Business Agency (SBA) **will play the role of WP4L and Quality&Evaluation Manager (Q&AM) and WP2 back-up partner.** SBA is the key and oldest specialized non-profit organization for the support of SMEs in Slovakia. SBA was founded in 1993 by a common initiative of the EU and the Government of the Slovak Republic. **It is a unique platform of public and private sectors and for more than 25 years has been supporting development and growth of Slovak SMEs. SBA provides a complex support to SMEs at the national, regional and local level and improves their competitiveness within the single EU market as well as in the non- EU markets.** SBA is currently implementing two key national projects within the Operational Program Research and Innovation, National Business Centre Bratislava region and National Business Centre in regions (for 7 out of 8 self-governing regions in Slovakia), aimed at the support of both SMEs and non-entrepreneurs. These centers serve as one-stop-shops, providing comprehensive systematic support and expert consultancy in form of consultancy with key organizations, **SME-tailored support programs, workshops, short and long-term individual mentoring**, etc. SBA disposes with a pool of experts, mentors and contacts dealing with business support topics. The National Business Centre Bratislava **also includes a business incubator, co-working space and a fabrication laboratory.** SBA also acts as the partner within another national project Internationalization of SMEs, which is aimed on support for SMEs to enter international markets. Thanks to the membership in Enterprise Europe Network (EEN), SBA helps SMEs to make the most of the European marketplace. In addition, SBA also carries out unique research activities related to the SME support and business environment. As a part of these analytical and research activities, SBA operates the Better Regulations Centre, the mission of which is the reduction of the disproportionate regulatory burden of businesses and an improvement in the business environment in Slovakia. Besides these activities SBA also offers financial services, and thanks to the ongoing SBA **microloans program** and the venture capital, even very small businesses can afford access to favorable finances, with accessible micro-loans for SMEs under more favorable conditions than in common commercial banks. The staff members implementing the project are all skilled professionals in the field of SME support for business growth and internationalisation. Among the Senior Management, Jana Bieliková, Head of the Department of International Projects and a Project Manager, she is responsible for overseeing implementation of projects, assessment of performance of the department and its employees, management of department budgets and expenditures, and works towards advancement of the department. She is also directly involved in activities related to research, evaluation, proposal writing, project planning and implementation of projects and activities realized within the department, focusing on non-financial support of SMEs. As a project manager, Jana has more than 5-year experience in various projects focusing on support of innovation activities in SMEs (Project MOVECO, EU Tourism Mentoring) and she participates as a team member in other projects (CERIecon, SENSES, CORD, CrossEUWBA, COCO4CCI).

P7. The University of Graz - RCE will play the role of WP1L and Education Manager (DM) and WP6 back-up partner. The University is ranked as one of Austria's principal intellectual institutions. The Faculty of Environmental, Regional and Educational Sciences (URBI) is committed particularly to sustainable futures and hosts the **Regional Centre for Expertise (RCE Graz-Styria)** that fosters regional, national and global co-operations and empowers strategies to implement sustainable development, being experienced in analysing and planning future regional developments relying on an inter- and transdisciplinary approach. The RCE has conducted many applied and transdisciplinary research projects on local, regional, national and EU level. It was founded and acknowledged by the United Nations University in 2007 in the course of the UN decade on "Education for Sustainable Development" (2005-2014) and is part of the international RCE network with currently over 150 RCEs. **The centres aim to establish cooperations among local and regional protagonists as well as to foster and make use of the international exchange within the RCE network, following the motto "think global, act local"**. Since its foundation the RCE Graz-Styria has continuously developed its competences and sharpened its areas of interest. The centre has access to a network of scientific and societal partners. Through its **transdisciplinary approach of research and education for sustainability processes**, the RCE Graz-Styria addresses pressing challenges by integrating sustainability into all levels of society. It contributes to the further development of sustainability research and education through a scientific discourse. Hence, "sustainable" results are generated for society and science. The Center is led and coordinated by Anke Strüver, Professor for Human Geography, with research focus on Human-environment relations on the micro-scale, particularly with respect to people's identities, biosocial everyday activities and their impacts on sustainable lives. Members of the staff are researchers with expertise in sustainable tourism, cooperative circular economy and education and training for sustainable development.

P8. The Association for Waste Prevention - Austria (ARGE) will play the role of Training Manager Back-uhttps://www.arge.at/p Partner. ARGE is providing **services in the fields of sustainable development and municipal waste management** mainly for public organizations, authorities, public institutions, social and private enterprises. The products are (online) training courses, seminars, conferences, events, working groups, networks, publications, documentation, research, communication processes, concepts, consulting and lobbying for thematic issues. ARGE developed and established the profession **„municipal environment and waste adviser"** in Austria.
Nowadays there are still approx. **400 advisers** working all over Austria, who were trained by ARGE. Main priority is waste prevention, e.g. by fostering sustainable production and consumption patterns.

Sustainable development and green practices are seen in its social, ecological and economical context, which means that **the activities of ARGE include also co-operations with social-economic enterprises, environmental organizations, private enterprises, chambers of commerce, labour unions, public authorities (e.g. Federal Ministry for Sustainability and Tourism) and many others.** ARGE has respective experiences in coordination, dissemination and management of medium- and large-scale projects on a national and transnational level on this topic. ARGE has been promoting the topic "reuse", "redesign" and "upcycling" as an important part of the sustainable development and circular economy since several years on a national level in strong cooperation with public authorities and on a transnational level (together with e.g. partner RREUSE).
ARGE is experienced in organizing know how exchange and establishing working groups as well as elaborating training programs in the field of sustainability and environmental protection. They are experienced in transnational cooperation, stakeholder processes and the necessary accompanying public relation work, as well as in organizing national and transnational seminars and conferences.
Thanks to our many years of existence and the numerous cooperation projects carried out in Austria, they are well networked both with the public sector (at local, regional and national level) and with the private sector (e.g. Green Tech Cluster Styria) and can draw on these networks for the project. Staff members are experienced professionals in the field of sustainability methodology and circular economy. Among the Senior Management, Ulrike Kabosch, Project- and Social Media Manager, environmental systems scientist. She is a university trained environmental systems scientist. Since January 2006, she has been an employee of ARGE Abfallvermeidung GmbH, Verein ARGE Müllvermeidung, and ÖKO-Service, a company for several green services, with varying employment contracts. She is active in the field of waste prevention, circular economy, repair and re-use as well as environmental education.
P9. Green Evolution SA (GE) will play the role of Training Manager and WP5 back-up partner. GE was created in the midst of the climate change era by a group of environmental, engineering, financial and legal experts who are specialists in environment, energy and carbon finance. Through innovative technical & financial services, **GE's vision is to help in the creation of a sustainable and secure future based on a carbon-neutral model where individuals and firms make their own contribution. GE designs and implements strategies and projects on greenhouse gas management, including assessing, accounting, reducing and offsetting the carbon footprint of business service operations, manufactured products.** GE has developed and implemented "CO2 Neutral Seal", an innovative scheme including methodologies for calculating and offsetting carbon emissions that combine and articulate internationally accepted best practices in a compact system which every stage is transparent and traceable. The CO2NS covers and may be applied for Products, Services - Procedures, Events, Websites and other entities. **With respect to sustainable tourism in particular, GE assist interested entities to implement sustainable tourism through consulting, training and functional support, in the design, management and implementation of tourism projects with sustainability in order to create long term benefits for destinations and local communities, assisting them to contribute to the preservation of natural heritage and landscape, or by supporting other entities through auditing according and in conformity with widely accepted International Sustainable Tourism Criteria/Standards. Also, GE is the Global Sustainable Tourism Council (GSTC) Training Partner in South East Europe (https://www.gstcouncil.org/sustainable-tourism-training/gstc-trainers-partners/) and have already designed and executed more than 5 training events in Greece for the last 3 years.** Also, GE participates in initiatives to raise awareness on the importance of sustainable tourism among all parties directly or indirectly involved and assist them in the decision making, at a local or regional level, in the fields of sustainable development policy. Last but not least Green Evolution **provides services with respect to Corporate Social Responsibility,** particularly within the recent understanding of CSR as functioning within the Sustainable Operation and Sustainable Development pathway of the enterprises, and the consequent need to demonstrate it through Sustainability Reports based on international guidelines like the Global Reporting Initiative, GRI - G4 guidelines. In 2014, Green Evolution was nominated as Candidate for Country Business Awards for Greece. Also, in 2014, Green Evolution won two Environmental Awards, one for Climate Change Prevention and another for an instrumentation focusing in Energy Consumption Measurement in Buildings (GR Environmental Awards 2014). **CEO of GE is the GSTC Country Representative of Greece and Director for Mediterranean Region, while partners of GE are certified auditors in international Sustainable Tourism Standards (Green Destinations, Travelife (Hotels and Your Operators),**

GreenGlobe, Earthcheck), Project Managers for Sustainable Development in Tourism and Certified Consultants in Sustainable Development and Environmental Standards.
The members of the staff selected for the project are high skilled professionals in the field of business development and entrepreneurship, education and training in the field of sustainable tourism, tourism promotion, SMEs and startups support services, project management and communication.
The **decision making structure and the governance** of the project will be set up as follow:

- X23: Coordinator and Project Manager (PM)
- Social Fare: WP2L and Biz Programme Manager (BiPM)
- ENIT: WP5L and Communication Manager (CM)
- ITKAM: Contributor (C)
- HLL: WP3L and Pilot Manager (PiM)
- SBA: WP4L and Quality & Evaluation Manager (Q&AM)
- ARGE: Contributor ©
- Uni Graz RCE: WP1L and Education Manager (EM)
- GE: Training Manager (TM)

To prevent from risks (e.g., due to the sudden withdrawal of a partner), each member of the Consortium will also play a backup role as follow:

- X23 as WP2L back-up partner
- The Italian Chamber of Commerce for Germany (ITKAM) as WP4L back-up partner.
- Leipzig Graduated School of Management (HLL) as WP1 Back-up partner.
- The Slovak Business Agency (SBA) as WP2 back-up partner.
- The Association for Waste Prevention - Austria (ARGE) as Training Manager Back-up Partner.
- The University of Graz - RCE as WP6 back-up partner.
- Green Evolution SA (GE) as WP5 back-up partner

In order to work efficiently in the partnership, two independent entities will be created:

1. A **Quality Committee** composed as follows:
    a. Project Coordinator (X23)
    b. 1 Communication Officer (ENIT)
    c. 1 Programme Manager (HHL)
    d. 1 Education Manager (Uni Graz)
    e. 1 Standards and Certification Manager (Green Evolution SA)
    f. 3 External Steering Advisers

   The Quality Committee will have regular virtual meetings (Quality Assessment Meetings - WP6) and carry out monitoring and evaluation activities in order to detect obstacles to the correct project development in time. If applicable, members will decide jointly on the adequate corrective measures. The setting up of a Quality Committee will not only contribute to sound management and the achievement of the expected results, but will also reinforce the effectiveness and transparency of the action.

2. The **High Level EU ECO-TANDEM Advisory Board** composed of at least 8 members segmented as follow: a minimum of 50% of private investors (bankers, private equity fund managers, business angels) and 50% of tourism sector and sustainability experts, chaired by the Coordinator (X23) and the Biz Programme Manager (SocialFare). A member of the Commission will be invited as an observer. The Board will chair at the beginning of the programme delivery and will be responsible for selecting the final SMEs and startups to be awarded with the "TANDEM" vouchers. A specific code of conduct will be elaborated, including the counter-measure in the event one member needed to be substituted. The members of the Advisory Board will chair remotely the first time at M6 for kicking off the activities, while the selection process will be carried out remotely. During each coordination meeting set up for the selection process, the outcomes of the evaluation of the candidate tourism SME and startup will be fully assessed and evaluated; interview (web-based) with the candidates will be scheduled in case a few relevant issues need to be investigated. In

parallel, monitoring and evaluation activities will be carried out by the Quality Committee and reviewed.

3. **External TANDEM Advisors** will be selected for the screening of the applications and for providing assistance during the pilot actions. At least 12 TANDEM Advisors will be selected through a “Call for Advisors” published on the project website. A specific code of conduct and commitment will be signed with them including conflict of interest measures.

The decision making process will be also integrated along the project with an EU-wide governance model:

- **ECO-TANDEM National Coalitions** for each EU Member States grouping together all the educational and training bodies in the field of sustainable and responsible tourism interested to contribute to the Academy and to deliver the programmes. During the implementation of the action, ECO-TANDEM National Coalition Representative will be: University of Graz - RCE (Austria); Green Evolution SA (Greece), HLL (Germany). During the action, the other Consortium Partners will identify the organisations to to be appointed as National Coalition Representatives in Italy and Slovakia.
- **ECO-TANDEM Country Managers** for each EU Member States responsible for spreading out the programme and to engage local incubators and accelerators or SMEs associations and BSOs. During the implementation of the action, the ECO-TANDEM Country Managers role will be played by: Social Fare (Italy), ITKAM (Germany) and SBA (Slovakia). During the action, the other Consortium Partners will identify the organisations to to be appointed as Country Managers Representatives in Austria and Greece.
- **ECO-TANDEM Regional Antenna Partners** for EU macro-regions (Nordics, South Europe, Central Europe, etc.) for coordinating the engagement and network scale-up activities. During the implementation of the action, the ECO-TANDEM Regional Antenna Partners’ role will be played by: X23 (South Europe); ENIT (Central Europe). During the action, the other Consortium Partners will identify the organisations to to be appointed as Regional Antenna Partners Representatives for a proper EU-wide coverage.

The **Work Methodology** is conceived to capitalise the knowledge of the partners in the field of the call, which is really consistent and built upon previous or still running similar projects such as:

X23:

- EUHeritageTOUR project (co-funded by the EC and led by X23, provided of a strong business plan, and currently in a re-funding of capitals phase, thanks to the interest of the funding bodies in Italy, UK),
- EUMillennialsTOUR project (co-funded by the EC and led by X23 addressed to the school-trip market sector and focusing on industrial heritage)
- EU UNESCO4ALL TOUR (co-financed by the EU COSME, focused on accessible, inclusive and responsible tourism);
- the LEAN IN EU WOMEN BUSINESS ANGELS COMMUNITY (co-financed by the EU DG Grow, the 1st EU community of Women Business Angels);
- the South Europe Startup Awards (SESA), awarding the best startup ecosystem at global and EU level;

SocialFare:

- FOUNDAMENTA#5 Social Impact Startup Acceleration Program by SocialFare. Acceleration of social impact startups selected by open call: Kalatà: valorizing and making cultural heritage more attractive to citizens SEP Jordan: ethical fashion and cooperation with refugees Ready4Study: supporting foreign students who want to study at italian universities MammaCult: educational and cultural high quality opportunities for parents/families with children Share your farm: sharing economy in agriculture;
- Ora!2 by SocialFare, a pre-acceleration program designed and implemented by SocialFare, was aimed at supporting the winning teams of ORA! (public call promoted by Compagnia di San Paolo) in gaining specific and useful skills necessary to launch and scale cultural enterprises. The experimentation was articulated into 4 training modules for a total of 60 hours of theory and practice and involved 5 cultural enterprises working in the music and entertainment field: Forevergreen, BE sm/ART, A.A.R.M., Animal Spirits, ReDiscovery;

- Design Your Impact #1 Acceleration for Impact Projects by SocialFare. Knowledge acceleration program for impact projects selected by open call: Toolbox: education/inclusion program for vulnerable teens and NEETs Borgate dal vivo: cultural offer in internal and mountain areas Knot: empowerment of local communities, cultural activities Bee my job: training and job placement for vulnerable members of society Wiseair: air pollution monitoring and community engagement ENGIM Sommariva Bosco: education and professional training;

ITKAM:

- Truly Calabria by ITKAM - bilateral promotional campaign financed by the Region Calabria and managed by ITKAM. The project aims at increasing tourism flows in Calabria as well as at promoting local food products in the German market. In the framework of the project, ITKAM is in charge of the organisation of several dissemination and networking events in Germany and Italy. Target group of the project in Germany are companies of the tourism sector (tour operators, travel agencies...) and of the food sector (distributors, importers...). The figures refer both to German and Italian companies;

HHL:

- The HHL SpinLab Investors Day, by HHL, the conference particularly focusing on investors and co-organized by HHL and SpinLab – The HHL accelerator. The conference offers panel discussions on topics relevant for investors. In addition, all the start-up companies from the SpinLab accelerator pitch their businesses;
- The Startup Career Fair, by HHL, one of the oldest and most successful entrepreneurship events at HHL;
- Accelerate@HHL, organizing one of the biggest entrepreneurship conference in Germany: the HHL Accelerate Conference. In the two day conference, the team brings together successful entrepreneurs, students, and corporates to discuss disruptive topics. The conference offers a wide range of interactive workshops, network opportunities and panel discussions;

SBA:

- "Project BISS (Business and Innovation Support in Slovakia) - COSME SMEs engagement and support by SBA, a follow-up project of the above mentioned project in 2019. SBA as a Partner of Enterprise Europe Network and a leading partner of several actions of the project;
- Project AROUND-ME (Accelerating market growth through entrepreneurial cross-border mobility, networking and support) - COSME SMEs engagement and support, Start-ups and Innovation support by SBA, providing on-the-job-training for 72 new entrepreneurs (NEs) and involves 62 host entrepreneurs (HEs) to build relationships in COSME countries within the Erasmus for Young Entrepreneurs Programme (sharing of experience and information between entrepreneurs (new and innovative ideas, new markets, launching new/joint ventures/spin-off companies, fostering of cross-border business cooperation, etc.);
- Projekt SHAR EEN (Opportunities for European Entrepreneurs in the Sharing Economy) - Horizon 2020 SMEs engagement and support. The project builds knowledge and capacity among selected EEN partners' staff and other stakeholders coming from 8 European Countries on sharing and collaborative economy, help them define and deploy supporting and mentoring services for their SMEs. The cooperation at EU level will allow the exchange of experiences and thus the design of better tuned advisory services for SMEs as well as the creation of synergies among existing and would-be existing platform.

Graz RCE:

- The Graz Model for Integrative Development: describes development processes on the basis of five principles: leadership & vision, social network, participation, education & learning, and research integration. The model aims to scientifically reflect and evaluate sustainability processes as well as to provide support in the planning and further development of these processes. Based on the Graz Model, development processes can be monitored from the vision to the implementation. The five principles of the Graz Model for Integrative Development can be determined in all development processes.
- Interdisciplinary practical trainings in Environmental System Sciences
- Intergenerational workshops;
- EduCamp, SUSTAINICUM: Trainings for university teachers on methods and participatory course concepts for education for sustainable development

ARGE:

- SURFACE: SURFACE aims to improve environmental management and quality of life in functional urban areas through the establishment of multi-stakeholder based Smart Re-Use Parks in cooperation of the private and public sector. ARGE was represented as a subconractor
- Innovation 2020: The aim of the project was to promote innovation, the transfer of technologies, good practice and networking between SMEs and supporting institutions like industries, research and educational institutions.
- CERREC: Development of cooperations and consulting for the implementation of the re-use business segment in the project partner countries, according to the waste framework directive from the European Union

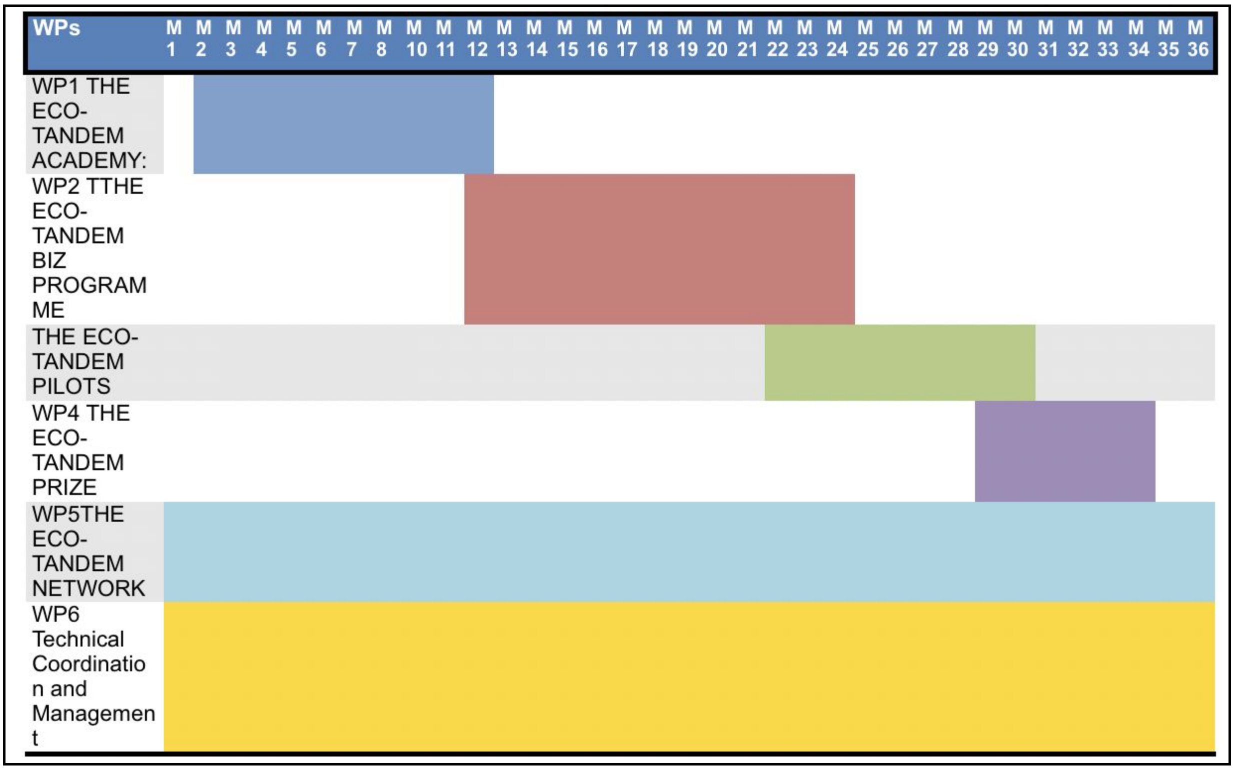
GE:

- Global Sustainable Tourism Council (GSTC). GE is the Global Sustainable Tourism Council (GSTC) Training Partner in South East Europe and have already designed and executed more than 5 training events in Greece for the last 3 years.
- Corporate Social Responsibility services: Sustainable Operation and Sustainable Development pathway of the enterprises, and the consequent need to demonstrate it through Sustainability Reports based on international guidelines like the Global Reporting Initiative, GRI - G4 guidelines.

Structure of the WP and interdepencences:

The structure is designed so that WP6 activities are interdependent to all the other WPs ones: this will enable the coordinator to effectively manage the project (continue-iterative process), ensuring quality control of the proceedings and adopting corrective measure if needed (problems with stakeholders engagement, conflicts, poor performances or skills, final beneficiaries dissatisfaction, etc.). WP6 activities will aim to assess the decision making structure and to guarantee a sound technical management, preventing problems from putting the project at risk: in particular this will be undertaken by the Coordinator / Project Manager who will be in continuous contact with the EASME and the European Commission Officers. WP1 (benchmarking and edu & training programmes) and WP2 (biz programme design and delivery) will be strongly linked one to each other; the result of WP1 will feed the activities in WP2, WP3 (biz programme delivery, pilot actions) where exploitation will happen. WP4 (monitoring, reporting and evaluation) will be interdependent to both WP2 (state of the art, benchmarking) and WP3; it is in fact in WP4 that measurement, evaluation and validation of the outputs delivered in WP1,WP2 and WP3 will be undertaken; WP5 (communication and dissemination) will be transversal to all WPs, maximising the impact and outreach.

Gantt:



B.2.2 Operational/Technical Capacity: Skills, expertise and role of key staff involved in the project				
Participant No	**Name of the staff member**	**Summary of relevant skills and experience**	**Role in the project**	**Allocation to the project (%)**
1 X23	*Giuseppe Laquidara*	*Ph.D. in Complex Systems, as Chief Coordinator Officer and Chief Technologist, more than 25yrs background experience in the coordination and management of team groups, complex projects, consortia both at national and international level. Will play the role of Team Leader. Strong expertise in industrialization processes, technology transfer, coaching and mentoring of startups and hi-tech innovative SMEs. Senior Industry Expert at Mentor at the Korean Business Center Europe; Senior International Industry Expert at the IGCAT; High Tech Expert at the EUREKA Network – EU*	*Project Coordinator*	*20%*

		H2020 Framework Programme.		
1 X23	*Marika Mazzi Boém*	*Industry Expert at the EU Commission; Mentor at the Korean Innovation Center Europe for the running startups programme; Member of the Digital Skills and Jobs Coalition; Project Coordinator at the EU Women Business Angels Community and Migrant Empowerment for Change Projects; Project Coordinator at the EUHeritageTOUR project; at the EUMillennialsTOUR project; at the EUUNESCO4ALL TOUR project. Country Manager for Italy at Startup Europe Awards, Regional Manager for South Europe at Global Startup Awards; 25+yrs background experience in the field of action marketing, business modelling and business planning, innovation strategy, market creating services, coaching and mentorship.*	*Project Manager*	*23%*
1 X23	*Anastasiia Yakush*	*Junior professional with specific expertise in economics, business administration, master in Management/ Logistics.*	*Project Manager*	*39%*
1 X23	*Marta Blini*	*Junior professional with specific expertise in communication strategy, digital communication and social media.*	*Communication Manager*	*16%*
1 X23	*Carolina de Novaes Ucha*	*Carolina has a Master degree in Laws, good command of social media and communication strategies and she's in charge of managing the social channels in South Europe Startup Awards.*	*Legal Specialist*	*20%*
2 SF	*Guglielmo Gori*	*Know-how expert in visioning and managing projects with a systematic*	*Social Business Engineer*	*16%*

		and design thinking approach. 6-year experience in startup and business accelerator *- SocialFare, Acceleration Program Coordinator* *- Experientia Design Consultancy, Innovation Researcher* *- International studies as visitant student at the American University of Beirut and at the Southern University of Denmark* *- Graduated in Management Engineering at the Polytechnic of Turin*		
2 SF	*FILIPPO PSACHAROPULO*	*Graduated from ESCP Europe in 2008 in Paris (finance degree) and from Università degli Studi di Torino (Business Administration - cum laude). He joined SocialFare in 2017 to set up and design the investment vehicle to support accelerated startups. He has worked 10 years in the Venture Capital and Private Equity industry, with previous internship in investment banking.*	*Fundamental Analysi*	*10%*
2 SF	*Martina Muggiri*	*Systemic Designer in the Acceleration Program in SocialFare:* *- Design Thinking and Systemic approach for product, target and market validation; Marketing &* *Branding strategies* *• 9 years work experience as a designer in the field of sustainability, upcycling, human centered &* *systemic approach, urban regeneration:*	*Systemic Designer*	*16%*

		- Studio Superfluo, design collective and cultural association co-founded in 2010 *• 3 years work experience as a designer in marketing, brand management & strategy* *- Italian scale-up Grom (acquired by Unilever in 2015)* *• International study and work experience, local communities development projects:* *- Student and researcher at the University of Minas Gerais (UEMG) in Brasil* *• Graduated from Politecnico di Torino in Eco Design and from ISIA Roma in Industrial Design.*		
2 SF	*Giuliana Gheza*	*Graduated in Innovation Design in Italy with an M.A. in Sustainable Design at Kingston University of London, UK, she has a strong interest and experience in the fields of Social Innovation and Environmental Sustainability as a service designer. In 2015 she co-founded "Share-EET: Experiential, Educational, Transformative. The first step towards sustainable food consumption." In 2018 she joined SocialFare where she designs and manages Social Innovation processes in private and public projects (local, national and international level).*	*SERVICE DESIGNER*	*16%*
2 SF	*Anthea Vigni*	*Graduated in Economics for arts and culture and then in Management of Social Economics, has been working as a consultant in the non profit sector since*	*Social Economist*	*10%*

		three years. She co-designs and develops innovative solutions to contemporary societal challenges with and for the communities, she helps public and private organizations in defining innovative services. She focuses on the impact, the social and the economic one, of the local services and the partecipatory processes.		
2 SF	*MARCO CORNETTO*	*Marco Cornetto is a social business developer at SocialFare, Italian Center for Social Innovation. Previously, Marco worked as business developer for an IT consulting startup based in Barcelona. In 2016, he graduated from University of Amsterdam with a M.Sc. in Entrepreneurship & Innovation, while in 2014 he graduated from Bocconi University with a bachelor's degree in Business Administration. His background mainly consists in business development, marketing, lead generation and design thinking."*	*SOCIAL BUSINESS DEVELOPER*	*10%*
3 ENIT	*Maria Rossi*	*A wide experience in the international tourism field. Development, implementation and monitoring of marketing plans for the tourism promotion of Italy at national and international level; coordination and monitoring of tourism marketing activities of foreign offices; development, implementation and monitoring of the National Tourism Observation and Research and Studies Office; development of promotional initiatives in coordination with regions, local authorities, category*	*Marketing Director*	*10%*

		associations and other stakeholders in the tourism sector; development of system initiatives in favor of Made in Italy are one of her key expertises.		
3 ENIT	*Elena Raco*	*The specific experience gained in 28 years of specialized work activity concerns, in detail, the analysis of the territory and its economic, tourism and social system also through the identification of the characteristics and potential expressed and unexpressed, the understanding of typicality and of the values specific of destinations. Furthermore, the methodological approach to the phenomenon allows her to identify the territorial variables to analyze and the current and specific potential that can be expressed by international markets.*	*Market Research and Statistics Manager and supervisor of the National Observatory of Tourism*	*12%*
3. ENIT	*Sara Landrini*	*She has a Postgraduate Master's degree in "Tourism Economics" , her main responsibilities are coordinating, realization of studies, analysis and tourism marketing projects of tourism sector for increasing the value of the territories, market relevance and brand positioning in Italy. Sara has a great knowledge in implementation of European projects for tourism development of Italy.*	*Research analyst*	*19%*
3. ENIT	*Mariangela De Santis*	*Mariangela was Managing the European Projects, such as "EDEN WELLNESS DESTINATIONS IN ITALY" and "EDEN ITALIA FAIRS". She's also an expert in realization of economic-social reports and analysis in the tourism field,*	*Analyst of the Market Research and Statistics Department*	*19%*

		data processing, coordination, organization and realization of the contents of the Italian National Tourism Observatory, processing and drafting of articles, analyzes and focus deriving from research, study and monitoring of tourist dynamics on accredited and non-accredited sources.		
4 ITKAM	*Ronny Seifert (male)*	*His role at the ITKAM consists in directing and managing business development activities. Thanks to his highly target-oriented approach, he provides a systematic structure for the identification, planning, and management of projects. He has implemented following EU-projects: Proactive Change (Progress Programme); GBE factory (IEE - Intelligent Energy Europe Programme -Competitiveness and Innovation Framework Programme); GYMNASIUM NEXT - Erasmus for Young Entrepreneurs. For the ITKAM as Coordinator, he has been responsible for the coordination of following project : Cross European Women Business Angels (CROSSEUWBA): the project pursues the overall objective of facilitating the funding of women entrepreneurs (WE) through women business angels (WBA) and contributing to the creation of a sustainable base of private investment in Europe.*	*Head of business development*	*16%*
	Sonia Barani	*Sonia Barani cooperated with Ronny Seifert to the coordination of the European project CrossEUWBA, especially in the following tasks: organization of events,*	*Junior Project Manager*	*19%*

		coordination, community building and networking.She is also in the team of the project Mechatronics and Metallurgical VET for the sector's industries – MeMeVET: sector skill alliance between VET providers and industries in Germany, Spain, Italy, Slovakia and Bulgaria to foster mobility across the EU in Mechatronic and metallurgical sector's industries; Eventually, she has implemented several Erasmus KA1 projects in collaboration with Italian schools and organization.		
	Dr. Vincenza D'Ambrogio	*Dr. Vincenza D'Ambrogio is ITKAM's Senior Project Manager for ITKAM's Export & Support Department and European Projects. She has a sound experience in Project management, Event management and consultancy in the field of Industry, trade, entrepreneurship, VET Training and mobility. She is the person in charge of the coordination of the ITKAM's Department EU-Projects. For the ITKAM as project partner, she has implemented among others following projects:* *- GYMNASIUM NEXT - Erasmus for Young Entrepreneurs;* *- Network for the Development of Social Enterprises – REDES;* *- Mechatronics and Metallurgical VET for the sector's industries – MeMeVET;* *- ALL NOW : create and promote a tourism European Itinerary, involving professional,*	*Senior Project Manager*	*16%*

		operators and community on the opportunity of accessibility in tourism offer; improve the management skills of SMEs on tourism destinations, in order to raise their awareness on accessibility issues.		
5. HHL	*Prof. Dr. Tobias Dauth*	*Dr. rer. pol., ESCP Europe (Chair of International Management and Strategic Management). He has great experience in Business Mangement. Member of the Academy of International Business Member of the Europen International Business Academy Member of the German Council on Foreign Relations (DGAP).*	*Chair of International Management*	*10%*
	Prof. Dr. Alexander Lahmann	*Professor for M&A of Small and Midsized Entities, HHL Leipzig Graduate School of Management. He's a Managing Director Institute for Family Businesses and Entrepreneurial Succession (IFU). Has an expertise Digital Hub Leipzig – Setting-up an Entrepreneurial Ecosystem for SMEs and Start-Ups in Leipzig.*	*Professor for M&A of Small and Midsized Entities*	*10%*
	Maximilian Schreiter	*Maximilian has a PhD in Corporate Finance, is a Research Associate at the Chair for M&A of Small and Midsized Entities. He has an expertise in a Stochastic Processes & Dynamic Models for Corporate Valuation, Capital Structure Choices, Investment Decisions and Optimal, Contracting in M&A.*	*Senior Research Associate at the Chair for M&A of Small- and Mid-Sized Entities (SME)*	*18%*

6. SBA	*Martin Menkyna*	*Martin has over 10 years of experience in writing, submission, project planning and realization of EU pro and specialization in international exchanges of entrepreneurs, start-up support, tourism, sustainable tourism, nature conservation, environmental education and cross-sectoral collaboration. During 2.5 years in SBA, he has been a project manager (AROUND-ME/Erasmus for Young Entrepreneurs) or a team member of the two above-mentioned projects (CERIecon, MOVECO). As one of the four Local Contact Points for Erasmus for Young Entrepreneurs Program, he is responsible for administrating and promoting the program in Slovakia.*	*Manager of International Activities, Internal expert*	*35%*
6. SBA	Jana Bieliková	*As the Head of the Department of International Projects in SBA and a Project Manager, Jana is responsible for overseeing implementation of projects, assessment of performance of the department and its employees, management of department budgets and expenditures, and works towards advancement of the department. She is also directly involved in activities related to research, evaluation,proposal writing, project planning and implementation of projects and activities realized within the department, focusing on non-financial support of SMEs. As a project manager, Jana has more than 5-year experience in various projects focusing on the support of innovation activities in SMEs (Project MOVECO, EU Tourism Mentoring) and she*	Head of the Department of International Projects	*29%*

		participates as a team member in other projects (CERIecon, SENSES, CORD, CrossEUWBA, COCO4CCI).		
SBA	Katarína Gavalcová	*Katarína Gavalcová is a Manager of International Activities at SBA, working on international projects funded by EU programs, including preparation of the projects, planning activities, financial management of the projects, implementation, monitoring, and reporting of the project activities and indicators. Katarína works as a project manager (Project V4 Network on Entrepreneurship, project CORD) and participates on projects focusing on female entrepreneurship, angel investments, supporting of innovative female startups, establishing closer cooperation among organizations providing support to start-ups, potential entrepreneurs and SMEs (and females) in the border region of Slovakia and Hungary and setting up a pool of knowledge, experts and researchers to form new, cross-country network about entrepreneurship and SMEs in the Visegrad countries.*	Manager of International Activities	*35%*
7. UNIGRAZ	*Prof. Dr. Anke Strüver*	*Role coordinator, has an expertise in cross-border-interaction, sustainable development and communities.*	*Coordinator - on voluntary basis*	*15%*
	Mario Diethart	*Mario Diethart has expertise in education on sustainable development processes and profound experience in online conferencing and teaching.*	*Researcher*	*6%*
	Dr. Andreas Exner	*He has an expertise in collaborative education;*	*Researcher*	*6%*

		circular economy and regional transition.		
	Dr. Thomas Höflehner	*Thomas in an expert of the sustainable tourism, participatory planning processes (labs).*	*Researcher*	*9%*
8. ARGE	*Ulrike Kabosch*	*Ulrike Kabosch is a university trained environmental systems scientist.* *Since January 2006, she has been an employee of ARGE Abfallvermeidung GmbH, Verein ARGE Müllvermeidung, and ÖKO-Service, a company for several green services, with varying employment contracts. She is active in the field of waste prevention, circular economy, repair and re-use as well as environmental education.In June 2019, Ms Ulrike Kabosch has been officially licensed to work as a waste management officer for companies with hazardous waste (and of course with non-hazardous waste as well).She is expert for the topics recycling, circular economy, re-use and waste prevention (e.g. green events…).*	Project- and Social Media Manager, environmental systems scientist	*15%*
ARGE	Berthold Schleich	*Berthold Schleich is the founder of ARGE Abfallvermeidung GmbH,ARGE is a 100% daughter of Verein ARGE Müllvermeidung – Non-profit Association for Waste Prevention.Since 1985 he has been involved in the development of innovative projects, e.g: Development and implementation of a training course for environmental and waste consultants; Project manager or coordinator of numerous EU projects (often as lead partner)*	CEO	*11%*

		He was a coordinator of the EU-EQUAL projects "Women and ICT in Burgenland" .In his many years of work in the environmental sector, Berthold Schleich has specialised on the topics waste prevention, resource protection, reuse and recycling management. Furthermore, Mr. Berthold Schleich has an education as a trainer for holistic marketing management.		
9. GE	*Ioannis Pappas*	*Dr Ioannis PAPPAS has a PhD in Mechanical Engineering, with a Bachelor Degree in Mechanical Engineering. He is Senior Consultant in Sustainable Tourism, Carbon Finance and Energy Markets, a Coordinator / Manager for more than 20 National & EU Research Projects and has been a Research Fellow in Joint Research Centre for ENERGY, European Commission. He is Country Representative (Greece) and Director of Global Sustainable Tourism Council D, an experienced professional engineer with over 27 years of work in several fields of science, focusing on Sustainability for Tourism, energy and environmental efficiency in Infrastructure and Buildings, auditing or advising in standardization of companies and technological implementation of climate adaptation and mitigation methodologies.*	*CEO*	*19%*
GE	*Dimitris Palaiogiannis*	*Worked on several projects in the area of sustainable tourism amongst which is P2P International, a collaboration between the University of Brighton, Sandele Eco- retreat &*	*Researcher*	*20%*

		Learning Centre, with support from the Gambia Tourism Board, the Gambia Hotel Association & the Association of small-scale Enterprises in Tourism (ASSET). P2P International is a collaboration between the University of Brighton, Sandele Eco- retreat & Learning Centre, with support from the Gambia Tourism Board, the Gambia Hotel Association & the Association of small-scale Enterprises in Tourism (ASSET).The two groups, worked together to develop a business plan for turtle conservation & enhancement of local livelihoods through the implementation of community-based ecotourism practices as an alternative source of income for local communities & development of their tourism product.		
GE	*Karastogianni Evanthia*	*Engaged in tourism ventures in Europe and the Middle East, with a view to enhancing the destination's sustainability and attractiveness. She participated in several Projects on Sustainable Tourism ▪ "The Ras Al Khaimah Adventure Travel & Sports Festival" Cooperated with the U.A.E -R.A.K. Tourism Development Authority- and tourism sector stakeholders to design a project on sustainable adventure tourism. (September 2018) "A Modern Eco-lodge: An Underground Structure with Bioclimatic Design in the Cyclades" The George Washington University & UNWTO Proposed the development of a tourism Eco-lodge, in Greece that*	*Project Manager*	*15%*

		constitutes an example of sustainability standing out for its minimal energy footprint and its social, economic and environmental benefits to the local community. (March 2018) "Hello World" , Destination Marketing The Emirates Group in Dubai Presented a ppt, promoting Greece as an attractive travel destination, with a view to increasing international tourism, in the country. (December 2016)		

B.3 Work Plan

Work Package 1. THE ECO-TANDEM PROGRAMME: Design and promotion of a cross-border and transnational programme for eco-transition for the benefit of SMEs

WP.1.4 Subcontracting

No Subcontracting

WP.1.5 Performance Indicators

List the indicators used to measure the implementation of this work package by making the link with section B. 1.4

Title	Brief Description	Target *(quantity)*
Increased transnational character and creation of a critical mass of stakeholders for the sustainable tourism sector engagement and tourism SME and startup ecosystem community engagement (WP1)	• Inclusion of Associated Partners per Consortium Partner via Letter of Support (LOS) • List of identified stakeholders (including incubators / accelerators); • surveys on startups and incubators / accelerators in the participating countries	• 250 stakeholders identified/listed; • at least 90 surveys collected • at least 36 Associated Partners actively involved;
Improved knowledge of existing GPs in Europe in the field of sustainable tourism education and training (WP1)	Indicator: 18 Good practices identified, 9 selected	18 Information sheets collected
Improvedskills and competences for SMEs, startups, tourism professionals and young entrepreneurs/ and increased competitiveness and employability (WP1)	• Structure of the webinars education and training co-programmes and • related learning materials; • List of participants evaluation • questionnaires	• 150 participants to the education and training programme with • improved skills, among them • 60 young entrepreneurs; • at least • 1 full educational programme for young entrepreneurs/tourism professionals including 10 different Modules; • 150 evaluation questionnaires • collected

Work Package 2. THE ECO-TANDEM PROGRAMME: Design and promotion of a cross-border and transnational programme for the benefit of SMEs eco-transition

WP.2.4 Subcontracting

Subcontractors will be called out for the performing the following tasks:

Task 2.3 Set up of the call application requirements and evaluation criteria: *service contract to be assigned to DEALMATRIXSCORE platform for managing the call for participation and the evaluations. Partners in charge: X23*

Task 2.6 Promotion and Launch of the ECO-TANDEM CRACKING THE CHALLENGE*:*

1. *service contracts for event services (venue rental, catering) related to the info-days and workshops from promoting and launching the programme. Partners in charge: X23, SF, ITKAM, HHL, SBA.*

WP.2.5 Performance Indicators

Title	Brief Description	Target *(quantity)*
Enhanced transnational cooperation of public and private stakeholders (including SMEs) on tourism sustainability (WP2)	• Number of activities organised (including transnational and cross-border activities) in support of tourism SMEs (including trainings/workshops/study trips etc.)	• At least 1 info-day per partner celebrated (9 in total) • At least 1 workshops per partner celebrated (9) • At least 1 matchmaking event organised in each country (3 in total: Italy, Germany, Slovakia) • At least 120 SMEs and startups applying the call
Magnitude of the biz programme (WP2)	Number of countries and number of tourism SMEs involved in the project and supported by the organised activities	• 3 countries covered by the project in 3 year; at least 3 added countries at the end of the initiative; • At least 120 SMEs/statups engaged and 60 supported; • At least 90 entrepreneurs/ tourism professionals attending the educational programmes
Consolidation of the quality of the programme: Increasing the competitiveness of tourism SMEs by improving their capacity and uptake of	• List of eligibility criteria • List of the Evaluation criteria; • List of applications received; • List of external TANDEM Advisors	• 1 Call announcement • 1 Evaluation Form • 1 Applicants List • 1 TANDEM Advisors List

innovative sustainable solutions (WP2, WP3)		
Communication, Promotion and dissemination (WP2, WP5)	• List of Participants to the info-days and workshops • Project website statistic for the • increased visibility of the project's activities, results and of the EU co-funding; • List of Participants to the final • dissemination/awarding event; • N. of evaluation questionnaires to measure the increased awareness of the EU ECO TANDEM community and network	• Registration ticketing analytics (270 for info-events at Consortium level; 180 for the workshops) • 2000 visits to the project's website (5.000 in 3 years) • at least 700 followers on the project's social media accounts in Y1 (2500 in 3 years); • at least 250 attendees to the final awarding ceremony • at least 100 questionnaires collected
Ensuring the practical and economic viability of the initiative and the resulting network after the EU co-funding (WP2, WP5)	• N. of sponsors engages; • N. of added countries; • Scaling up of the governance model • N. of new countries engaged	• 1 sustainability Plan • at least 10 sponsors engaged; • at least 6 added countries involved; • At least new 4 National Coalition Representatives joining the ECO-TANDEM network; • At least 3 new Country Managers joining the ECO-TANDEM network; • At least 3 Regional Antenna Partners joining the ECO-TANDEM network;

Work Package 3. THE ECO-TANDEM PILOT COOPERATION: knowledge transfer and piloting the solutions

WP.3.4 Subcontracting

Subcontracting will be called out for the following Tasks:

Task 3.1. Building relationships and matchmaking: *Vestbee platform service for the matchmaking event. Partners in charge: ITKAM*

Task 3.2 Celebration of the matchmaking events and TANDEM Commitment:

1. Event planning and management service contract (venue, catering, speakers fee, promotion). Partners in charge: SocialFare; ITKAM, SBA
2. TANDEM Advisors fee for the evaluation of the TANDEM plans. Partners in charge: SBA

WP.3.5 Performance Indicators

Title	Brief Description	Target *(quantity)*
Consolidation of the quality of the programme: Increasing the competitiveness of tourism SMEs by improving their capacity and uptake of innovative sustainable solutions (WP2, WP3)	• List of 1to1 interviews; • List of the Quality Standards; • Final Evaluation reports	• at least 60 1to1 interviews celebrated • Final Evaluation Report consolidated
Increasing transnational cooperation between tourism SMEs as well as between SMEs and incubators, accelerators and knowledge providers (WP3)	Number of cross-sectoral and transnational partnerships established between tourism SMEs as a result of the project	• At least 40 SMEs/startups attending each matchmaking event (120 in total)" • at least 60 meetings booked in all the matchmaking events • List of TANDEM created • List of TANDEM Advisors • List of Plans received • List of Winners

Work Package 4. THE ECO-TANDEM PRIZE: recognising and reporting the innovative value and eco-transition

WP.4.4 Subcontracting

Subcontractors will be called out for the following tasks:

Task 4.1 Results achieved: awarding ceremony: *service contracts will be requested for the following:*

1. event planning and management (venue for the final event and awarding ceremony in Brussels, catering, promotion). Partner in charge: ENIT

2. Printing material for the event and production of the trophy/certificates for the winners. Partner in charge: ENIT

Task 4.3 Follow up and results measuring: *service contract will be requested to Loopme for the measurement of the impacts achieved by SMEs and entrepreneurs. Partner in charge: SBA*

WP.4.5 Performance Indicators

Title	Brief Description	Target *(quantity)*
Encouraging tourism SMEs to invest in sustainable solutions and capacity building (WP3, WP4)	Number of SMEs starting the eco-transition	• At least 40 SMEs implemented the startup solution or started the process for getting a sustainable eco-label certification at the end of the programme
Boosting innovation in sustainable tourism through knowledge transfer and cross-sectoral collaboration (WP4)	Number of tourism SMEs reporting by the end of the co-financing period about considerable improvements in responsible and sustainable management as a result of the project	• At least 60 SMEs (TANDEMEES) reporting successful results from the pilot cooperation; • At least 60 SMEs and 90 entrepreneurs completing the educational and training programmes
New market opportunities for SMEs, start-ups, in the tourism sector and for providers of sustainable solutions (WP3, WP4)	a. number of meetings requested to SMEs and startups during the matchmaking events	• at least 50 new deals agreed (between SMEs and startups or startus and investors)
	b. percentage of deals closed (for SMEs and startups)	70%, measured by contracts signed
	c. rate of successful TANDEM (satisfaction level based on SMEs and startups feedback)	90%, measured by the follow up interviews
	d. number of businesses that expanded (turnover/job increase/creation)	50% of SMEs with an expanding or scaling up the biz; 50% of the startups increasing their growth potentials in terms of capital raising Measured by: interview (Skype) post-TANDEM questionnaire

Work Package 5. THE ECO-TANDEM NETWORK: Communication, Promotion and Dissemination

WP5.4 Subcontracting
Subcontractors will be called out for the following tasks:

Task 5.3 Development of the visual identity of the project/programme and of the project webiste: *A service contract will be signed for the study and design of the project logo and guidebook. Partner in charge: ENIT*

WP.5.5 Performance Indicators

Title	Brief Description	Target *(quantity)*
Communication, Promotion and dissemination (WP2, WP5)	• List of Participants to the info-days and workshops; • Project website statistics; • increased visibility of the project's activities, results and of the EU co-funding; • List of Participants to the final dissemination/awarding event; • N. of evaluation questionnaires to measure the increased awareness of the EU ECO TANDEM community and network.	• Registration ticketing analytics (270 for info-events at Consortium level; 180 for the workshops); • 2000 visits to the project's website (5.000 in 3 years); • at least 700 followers on the project's social media accounts in Y1 (2500 in 3 years); • at least 250 attendees to the final awarding ceremon. • at least 100 questionnaires collected
Ensuring the practical and economic viability of the initiative and the resulting network after the EU co-funding (WP2, WP5)	• N. of sponsors engages; • N. of added countries; • Scaling up of the governance model • N. of new countries engaged	• 1 sustainability Plan • at least 10 sponsors engaged; • at least 6 added country involved; • At least new 4 National Coalition Representatives joining the ECO-TANDEM network; • At least 3 new Country Managers joining the ECO-TANDEM network; • At least 3 Regional Antenna Partners joining the ECO-TANDEM network.

Work Package 6. Technical Coordination and Management

WP.6.4 Subcontracting

Subcontracting will be called out for the following tasks:

Task 6.2: Celebration of the kick-off meeting and mid-term meetings: catering services for the kick-off meeting, venue and for the mid-term/end meetings. Partner in charge: X23

WP.6.5 Performance Indicators		
Title	**Brief Description**	**Target *(quantity)***
Sound Project Management and Coordination project partnership meetings (WP6)	Deliverables are submitted on time	• 1 technical progress report at M13; • 1 periodic technical and financial report, linked to a request for interim payment at M25 • 1 deliverable giving details on the Call (to be implemented by the consortium) for the selection of third parties (tourism SMEs) to be awarded financial support at M20. • 1 deliverable elaborating on the evaluation and selection process of the beneficiary-organised Call for third parties (tourism SMEs) to be awarded financial support to be submitted one month after the conclusion of the evaluation process in WP4 at M31 • 1 deliverable in the form of a report, in the last month of the co-financing period that reports on the improvement in the uptake of sustainable solutions by tourism SMEs supported by the project at M36 • 1 final technical and financial report M36.
Smooth management of the proceedings (WP6)	Indicator: word and excel template delivered (stakeholder table list; evaluation questionnaires; surveys)	3 Templates

Conditions for the financial support to third parties

<table>
<tr><td colspan="2">a) the maximum amount of financial support for each third party</td></tr>
<tr><td>1. The maximum amount of financial support to be granted in total to the third parties (tourism SMEs) cannot exceed six hundred thousand euros (EUR 600,000);
2. The amount of financial support per individual third party cannot exceed ten thousand euros (EUR 10,000)
3. The consortium is requested to financially support minimum 60 tourism SMEs selected for the support scheme implemented by the project. The consortium can support a higher number of SMEs, as long as it respects the limits set above.</td><td>1. Indicative total amount of financial support to third parties: EUR 390,000
2. Indicative amount of financial support per individual third party: EUR 6,500, EUR 13,000 per TANDEM. The financial support will be provided to the traditional tourism SMEs first in place; given the role of startups as innovators (they will bring in the innovation to bridge the gap to traditional tourism SMEs). There is no market sector's limit for startups: innovation applied to the tourism value chain can come from any sector (water recycling innovative technology, or waste management innovative processes, etc.). Each TANDEM is formed by a traditional tourism SME and an innovator (it could be a startup or an innovative SME). If the TANDEM is formed by tourism startups or innovative tourism SMEs, the voucher is to be assigned to them as well, EUR 6,500 each. If not, the voucher will be granted to the tourism SMEs only.
3. Minimum number of tourism SMEs to be supported: 60, including tourism startups</td></tr>
<tr><td colspan="2">b) the criteria for calculating the exact amount of the financial support</td></tr>
<tr><td>The consortium is free to choose the form of such support, and how the amount is allocated, provided the conditions defined in point a) are complied with.</td><td>The criteria below are indicative and may be fine-tuned during the project, particularly through the specific deliverable “D2.3 EU ECO TANDEM MECHANISM AND RULES” and “D2.4 Call Announcement: draft and full release”.
1. The form of the financial support to third parties: vouchers to cover costs listed in c).
2. The criteria for calculating the amount of the financial support: The criteria will be defined during the project, particularly through the</td></tr>
</table>

<table>
<tr><td></td><td>specific “Task 2.4 Set up of the call application requirements and evaluation criteria” and related deliverables “D2.3 EU ECO TANDEM MECHANISM AND RULES” and “D2.4 Call Announcement: draft and full release”</td></tr>
<tr><td colspan="2">c) a list of the different types of activities for which a third party may receive financial support</td></tr>
<tr><td>Financial support to third parties (tourism SMEs) shall serve to cover costs of their participation in the project activities and to build their capacity to uptake solutions, which would improve their sustainable management and tourism sustainability in general.
In line with the Call, applicants must choose either or both of the following list of activities:

- Travel, registration and accommodation costs. Such activities should foster transnational and cross-border cooperation in sustainable tourism. The activities organised by the project consortium within this action shall however be free of participation/registration fees for the tourism SMEs participating in the project.

- Sustainable and green investments, which may include:
○ Compliance adaptations necessary to apply for relevant and achievable certification schemes, including costs of certification or standardisation.
○ Costs of advisory services and skills improvement.</td><td>The list of activities below is indicative and may be fine-tuned during the project, provided that it is in line with the requirements indicated in the Call (see the column on the left).
Costs relevant to:
● Travel, registration and accommodation costs to attend:
○ green certification courses;
○ study visit at the startup premises to further implement the solution designed in the Plan of Action;
○ coaching and mentoring sessions for a feasibility study;
○ participation fees to green-oriented events at EU level

● investment for the uptake fo sustainable or green solutions such as:
○ compliance adaptation for certification schemes including costs of certification or standardisation.
○ advisory services in the field of market analysis (sustainability need with respect to a specific customer segment for the SME)
○ skills improvement (e.g. the environmental and social impact of the operations of SMEs, in managing operations in a more environmentally-friendly manner etc.).</td></tr>
<tr><td colspan="2">d) the definition of the persons or categories of persons which may receive financial support</td></tr>
</table>

<table>
<tr>
<td>
For the purpose of this call for proposals, tourism SMEs supported must fall under the following categories of tourism industries, in line with selected Eurostat classes[1] :
• Hotels and similar accommodation
• Holiday and other short-stay accommodation
• Camping grounds, recreational vehicle parks and trailer parks
• Travel agency, tour operator reservation service and related activities.
Small and medium-sized enterprises (SMEs) are defined in the EU recommendation 2003/361[2]
<table>
<tr><td>Company category</td><td>Staff headcount</td><td>Turnover</td><td>or</td><td>Balance sheet total</td></tr>
<tr><td>Medium-sized</td><td>< 250</td><td>≤ € 50 m</td><td colspan="2">≤ € 43 m</td></tr>
<tr><td>Small</td><td>< 50</td><td>≤ € 10 m</td><td colspan="2">≤ € 10 m</td></tr>
<tr><td>Micro</td><td>< 10</td><td>≤ € 2 m</td><td colspan="2">≤ € 2 m</td></tr>
</table>
</td>
<td>
Tourism SMEs and startups coming from the following categories of tourism industries:
• Hotels and similar accommodation
• Holiday and other short-stay accommodation
• Camping grounds, recreational vehicle parks and trailer parks
• Travel agency, tour operator reservation service and related activities.
</td>
</tr>
<tr>
<td colspan="2">e) the criteria for giving/awarding financial support</td>
</tr>
<tr>
<td>Beneficiaries are encouraged to follow the Guidelines for Awarding Financial Support to Third Parties (Tourism SMEs) in different countries, as provided in one of the Call Annexes, when proposing a methodology for the selection of SMEs participating in the support scheme.</td>
<td>The list of criteria below is indicative and may be fine-tuned during the project, particularly through the specific deliverables “D2.3 EU ECO TANDEM MECHANISM AND RULES” and “D2.4 Call Announcement: draft and full release” for the selection of third parties (tourism SMEs) to be awarded financial support” that every consortium is requested to include in the list of deliverables.
• Rules for selection will be based on the following key criteria:</td>
</tr>
</table>

[1] https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Tourism_industries_-_employment#Data_sources

[2] http://ec.europa.eu/growth/smes/business-friendly-environment/sme-definition_en

	○ *Excellence. The proposal(s) selected for funding must demonstrate a high quality in the context of the topics and criteria set out in the call;* ○ *Transparency. Funding decisions must be based on clearly described rules and procedures, and all applicants should receive adequate feedback on the outcome of the evaluation of their proposals;* ○ *Fairness and impartiality. All proposals submitted to a call are treated equally. They are evaluated impartially on their merits, irrespective of their origin or the identity of the applicants;* ○ *Confidentiality. All proposals and related data, knowledge and documents are treated in confidence;* ○ *Efficiency and speed. Evaluation of proposals and award of the financial support should be as rapid as possible, commensurate with maintaining the quality of the evaluation, and respecting the legal framework.* ● *The received applications are evaluated by the external advisors (Consortium partners can also be involved in the process; back-up advisors will be also selected) by six weeks in the light of the criteria laid down in the Full Call Details. Each TANDEM Advisor will record his/her individual opinion of each application on the evaluation form and will then get ready for a single "consensus".* ● *Each TANDEM will have to elaborate a plan of action for the selected ECO-TANDEM challenge according to the desiderata set up, basing on the problems to solve/needs posed by tourism SMEs and the innovative solutions (product, process or service-based) brought by the startups. The TANDEMEES will have 45 days for the elaboration of the plan of action to be sent via email. The High-Level Advisory Board is called out for the selection of the winners. At the end of the process, a final list of TANDEM winners will be consolidated.*

f) countries of tourism SMEs to receive the financial support	
Each consortium/network will directly support (including financial support) in total a minimum of 60 tourism SMEs from a minimum of 3 eligible countries[3]. The supported tourism SMEs may be established in different eligible countries from those in which the partners forming the consortium are established. The consortium shall also support a balanced number of tourism SMEs per country[4].	*The criteria below is indicative and may be fine-tuned during the project, particularly through the specific deliverables "D2.3 EU ECO TANDEM MECHANISM AND RULES" and "D2.4 Call Announcement: draft and full release".* *The consortium will directly support at least 60 tourism SMEs from Italy, Slovakia, Germany. Only a few partners from the Consortium will be responsible for supporting the SMEs or TANDEMs, i.e. X23, SF, ITKAM, and SBA rewarding from 14 to 16 SMEs (and therefore 7-8 TANDEM in total). They will be in charge of assigning the vouchers directly, regardless the country of origin of the SMEs or startups (even though we will try to keep a geo-coherence so that the monitoring and evaluation phase will be facilitated).*

[3] EU Member States and countries participating in the COSME programme pursuant to Article 6 of the COSME Regulation.

[4] If 3 countries are included, the number of SMEs supported must not be less than 15 SMEs per individual country. From 4 countries, the number of SMEs supported must not be less than 12 SMEs per individual country. From 5 countries, the number of SMEs supported must not be less than 10 SMEs per individual country. From 6 countries, the number of SMEs supported must not be less than 8 SMEs per individual country. From 7 countries, the number of SMEs supported must not be less than 7 SMEs per individual country, etc.)

Data Coordinator					EU ECO-TANDEM	
Organisation short name	X23	Participant No	1	Participant Role13	CC	

Direct personal costs14

	Hours on Project15 (A)	Hourly Rate16 (B)	Direct Staff costs (AxB)
A.1. Costs for Employees (or equivalent)			0,00
Anastasiia Yakush, Project Manager	2.000	19,00	38.000,00
Carolina de Novaes Uchoa, Legal Specialist	1.000	14,00	14.000,00
			0,00
			0,00
	3.000		**52.000,00**
A.2. Costs for natural persons working under a direct contract and seconded persons			0,00
Marta Blini, Communication Specialist	800	15,00	12.000,00
			0,00
			0,00
	800		**12.000,00**
A.3. Costs for SME owners without salary			0,00
Giuseppe Laquidara, CEO	1.000	35,63	35.630,00
Marika Mazzi Boém, Innovation Strategy Director, Senior Project Manager	1.260	35,63	44.893,80
			0,00
	2.260		**80.523,80**
A.4. Partners that are natural persons without salary			0,00
Name of the staff and function			0,00
A.4 COSTS NOT APPLICABLE IN THIS CALL			0,00
			0,00
	0		**0,00**
Total	**6.060,00**		**144.523,80**

Travel costs and subsistence allowances for personnel

	Number of travels	Average travel and subsistence costs	Total [EUR]
International travels	4	900	3.600
National travels	2	300	600
		Subtotal:	**4.200**

Depreciation cost of equipment

Description	Work Package no.	Cost/value	Period of months used for project	Depreciation on months	% Allocation to the project	Total [EUR]
		C	A	B	D	(A/B)xCxD
						0
						0
						0
						0
						0
						0
						0
					Subtotal:	**0**

Costs of other goods and services

Description	Work package no.	Total [EUR]
Printing service for the production of the communication and promotional material.	5	1.500
Financial Specialist trainee cost	4,6	5.000

Description	Work package no.	Total [EUR]
Printing service for the production of the communication and promotional material.	5	1.500
Financial Specialist trainee cost	4,6	5.000
	Subtotal:	6.500

Data Coordinator					EU ECO-TANDEM
Organisation short name	X23	Participant No	1	Participant Role	CC

Subcontracting

Name of sub-contractor	Country	Description	Work package no.	Total [EUR]
DEALMATRIX GmbH	Austria	Task 2.3 Set up of the call application requirements and evaluation criteria: service contract to be assigned to DEALMATRIXSCORE platform for managing the call for participation and the evaluations	2	2.500
TBD	Italy	Task 2.6 Promotion and Launch of the ECO-TANDEM CRACKING THE CHALLENGE: service contracts for event services (venue rental, catering) related to the info-days and workshops from promoting and launching the programme.	2	3.000
TBD	Italy	Task 6.2: Celebration of the kick-off meeting and mid-term meetings: catering services for the kick-off meeting, venue and for the mid-term/end meetings	6	5.000
			Subtotal:	10.500

Costs of financial support to 3rd parties (tourism SMEs)

Expected number of SMEs	Average financial support (max 10,000 EUR per SME)	Total [EUR]
14	6500	91.000
	Subtotal:	91.000
	Total eligible direct costs:	256.724
	Total eligible costs (operational):	177.324

Data Partner 2		EU ECO-TANDEM			
Organisation short name	SF	Participant No	2	Participant Role13	CP

Direct personal costs14

	Hours on Project15 (A)	Hourly Rate16 (B)	Direct Staff costs (AxB)
A.1. Costs for Employees (or equivalent)			0,00
Name of the staff and function			0,00
Guglielmo Gori, Social Business Engineer	800	23,93	19.144,00
FILIPPO PSACHAROPULO, Fundamental Analyst	500	44,50	22.250,00
Martina Muggiri, Systemic Designer	800	17,57	14.056,00
MARCO CORNETTO, SOCIAL BUSINESS DEVELOPER	500	16,02	8.010,00
Giuliana Gheza, SERVICE DESIGNER	800	18,18	14.544,00
	3.400		**78.004,00**
A.2. Costs for natural persons working under a direct contract and seconded persons			0,00
Name of the staff and function			0,00
Anthea Vigni, Social Economist	500	55,00	27.500,00
			0,00
	500		**27.500,00**
A.3. Costs for SME owners without salary			0,00
Name of the staff and function			0,00
			0,00
			0,00
	0		**0,00**
A.4. Partners that are natural persons without salary			0,00
Name of the staff and function			0,00
A.4 COSTS NOT APPLICABLE IN THIS CALL			0,00
			0,00
	0		**0,00**
Total	**3.900,00**		**105.504,00**

	Subtotal:	0

Costs of other goods and services

Description	Work package no.	Total [EUR]
Printing service for the production of the communication and promotional material.	5	1.000
	Subtotal:	1.000

Data Partner 2 — EU ECO-TANDEM

Organisation short name	SF	Participant No	2	Participant Role	CP

Subcontracting

Name of sub-contractor	Country	Description	Work package no.	Total [EUR]
TBD	Italy	Task 3.2 Celebration of the matchmaking events and TANDEM Commitment: Event planning and management service contract (venue, catering, speakers fee, promotion).	3	5.000
TBD	Italy	"Task 2.6 Promotion and Launch of the ECO-TANDEM CRACKING THE CHALLENGE: service contracts for event services (venue rental, catering) related to the info-days and workshops from promoting and launching the programme. "	2	2.000
			Subtotal:	7.000

Costs of financial support to 3rd parties (tourism SMEs)

Expected number of SMEs	Average financial support (max 10,000 EUR per SME)	Total [EUR]
14	6500	91.000
	Subtotal:	91.000
	Total eligible direct costs:	207.804
	Total eligible costs (operational):	124.980

						0
						0
						0
						0
						0
						0
						0
					Subtotal:	0

Costs of other goods and services

Description	Work package no.	Total [EUR]
Printing service for the production of the communication and promotional material.	5	1.000
Task 4.1 Results achieved: awarding ceremony: travel and accommodation services for the high-level Advisory Board and speakers attending the ceremony.	4	6.000
Task 5.5 Press Releases: A service contract will be signed with a press release service (EU coverage) to further disseminate the press releases and increase engagement.	5	2.500
Task 2.6 Promotion and Launch of the ECO-TANDEM CRACKING THE CHALLENGE: design services for the printing material (posters, flyers and rolls up).	2	2.000
	Subtotal:	11.500

Data Partner 3 — EU ECO-TANDEM

Organisation short name	ENIT	Participant No	3	Participant Role	CP

Subcontracting

Name of sub-contractor	Country	Description	Work package no.	Total [EUR]
TBD	Italy	Task 5.3 Development of the visual identity of the project/programme and of the project webiste: A service contract will be signed for the study and design of the project logo and guidebook.	5	2.000
TBD	Belgium	Task 4.1 Results achieved: awarding ceremony: service contracts will be requested for the following: event planning and management (venue for the final event and awarding ceremony in Brussels, catering, promotion).	4	5.000
TBD	Italy	Task 4.1 Results achieved: awarding ceremony: service contracts will be requested for the following: Printing material for the event and production of the trophy/certificates for the winners.	4	4.000

Data Partner 4			EU ECO-TANDEM		
Organisation short name	ITKAM	Participant No	4	Participant Role13	CP

Direct personal costs14

	Hours on Project15 (A)	Hourly Rate16 (B)	Direct Staff costs (AxB)
A.1. Costs for Employees (or equivalent)			0,00
Name of the staff and function			0,00
Ronny Seifert, Head of business development	800	35,00	28.000,00
Vincenza D'ambrosio, Senior Project Manager	800	30,46	24.368,00
Sonia Barani, Junior Project Manager	1.000	21,87	21.870,00
	2.600		**74.238,00**
A.2. Costs for natural persons working under a direct contract and seconded persons			0,00
Name of the staff and function			0,00
			0,00
			0,00
	0		**0,00**
A.3. Costs for SME owners without salary			0,00
Name of the staff and function			0,00
			0,00
			0,00
	0		**0,00**
A.4. Partners that are natural persons without salary			0,00
Name of the staff and function			0,00
A.4 COSTS NOT APPLICABLE IN THIS CALL			0,00
			0,00
	0		**0,00**
Total	**2.600,00**		**74.238,00**

						0
					Subtotal:	**0**

Costs of other goods and services

Description	Work package no.	Total [EUR]
Printing service for the production of the communication and promotional material.	5	1.000
	Subtotal:	**1.000**

Data Partner 4 — EU ECO-TANDEM

Organisation short name	ITKAM	Participant No	4	Participant Role	CP

Subcontracting

Name of sub-contractor	Country	Description	Work package no.	Total [EUR]
Vestbee	Poland	Task 3.1. Building relationships and matchmaking: Vestbee platform service for the matchmaking event.	3	3.000
TBD	Germany	Task 3.2 Celebration of the matchmaking events and TANDEM Commitment:	3	5.000
TBD	Germany	Task 2.6 Promotion and Launch of the ECO-TANDEM CRACKING THE CHALLENGE: service contracts for event services (venue rental, catering) related to the info-days and workshops from promoting and launching the programme.	3	2.000
			Subtotal:	**10.000**

Costs of financial support to 3rd parties (tourism SMEs)

Expected number of SMEs	Average financial support (max 10,000 EUR per SME)	Total [EUR]
16	6500	104.000
	Subtotal:	**104.000**
	Total eligible direct costs:	**192.538**
	Total eligible costs (operational):	**94.736**

Costs of other goods and services		
Description	**Work package no.**	**Total [EUR]**
Printing service for the production of the communication and promotional material.	5	1.000
	Subtotal:	**1.000**

Data Partner 5					EU ECO-TANDEM
Organisation short name	HHL	**Participant No**	**5**	**Participant Role**	**CP**

Subcontracting				
Name of sub-contractor	**Country**	**Description**	**Work package no.**	**Total [EUR]**
TBD		Task 2.6 Promotion and Launch of the ECO-TANDEM CRACKING THE CHALLENGE: service contracts for event services (venue rental, catering) related to the info-days and workshops from promoting and launching the programme.	2	2.000
			Subtotal:	**2.000**

Costs of financial support to 3rd parties (tourism SMEs)		
Expected number of SMEs	**Average financial support (max 10,000 EUR per SME)**	**Total [EUR]**
0	6500	0
	Subtotal:	**0**
	Total eligible direct costs:	**100.700**
	Total eligible costs (operational):	**107.749**

Costs of other goods and services

Description	Work package no.	Total [EUR]
Printing service for the production of the communication and promotional material.	5	1.000
	Subtotal:	1.000

Data Partner 6 — EU ECO-TANDEM

Organisation short name	SBA	Participant No	6	Participant Role	CP

Subcontracting

Name of sub-contractor	Country	Description	Work package no.	Total [EUR]
TBD	Slovakia	Task 2.6 Promotion and Launch of the ECO-TANDEM CRACKING THE CHALLENGE: service contracts for event services (venue rental, catering) related to the info-days and workshops from promoting and launching the programme	2	1.500
TBD	Slovakia	Task 3.2 Celebration of the matchmaking events and TANDEM Commitment: Event planning and management service contract (venue, catering, speakers fee, promotion).	3	5.000
TBD	Slovakia	Task 3.2 Celebration of the matchmaking events and TANDEM Commitment: TANDEM Advisors fee for the evaluation of the TANDEM plans.	3	6.000
LOOPME	Estonia	Task 4.3 Follow up and results measuring: service contract will be requested to Loopme for the measurement of the impacts achieved by SMEs and entrepreneurs.	4	2.000
			Subtotal:	14.500

Costs of financial support to 3rd parties (tourism SMEs)

Expected number of SMEs	Average financial support (max 10,000 EUR per SME)	Total [EUR]
16	6500	104.000
	Subtotal:	104.000
	Total eligible direct costs:	203.800
	Total eligible costs (operational):	106.786

Executive Agency for Small and Medium-sized Enterprises (EASME)
COS-TOURCOOP-2019-3-01: Boosting Sustainable Tourism Development and Capacity of Tourism SMEs thorugh Transnational Cooperation and Knowledge Transfer

Data Partner 9				EU ECO-TANDEM	
Organisation short name	GE	Participant No	9	Participant Role13	CP

Direct personal costs14

	Hours on Project15 (A)	Hourly Rate16 (B)	Direct Staff costs (AxB)
A.1. Costs for Employees (or equivalent)			0,00
Name of the staff and function			0,00
Evanthia Karastogianni, Project Manager	1.000	23,72	23.720,00
Dimitris Palaiogiannis, Junior Project Manager	1.000	16,94	16.940,00
			0,00
	2.000		**40.660,00**
A.2. Costs for natural persons working under a direct contract and seconded persons			0,00
Name of the staff and function			0,00
			0,00
			0,00
	0		**0,00**
A.3. Costs for SME owners without salary			0,00
Name of the staff and function			0,00
Ioannis Papas, Senior Expert	806	30,27	24.397,62
			0,00
	806		**24.397,62**
A.4. Partners that are natural persons without salary			0,00
Name of the staff and function			0,00
A.4 COSTS NOT APPLICABLE IN THIS CALL			0,00
			0,00
	0		**0,00**
Total	**2.806,00**		**65.057,62**

Travel costs and subsistence allowances for personnel

	Number of travels	Average travel and subsistence costs	Total [EUR]
International travels	3	900	2.700
National travels			0

ESTIMATED BUDGET FOR THE ACTION

Associated with document Ref. Ares(2020)3549238 - 06/07/2020

	Estimated eligible[1] costs (per budget category)									EU contribution			Action's estimated receipts			Additional information
	A. Direct personnel costs			B. Direct costs of subcontracting	C .Direct costs of financial support	D. Other direct costs	E. Indirect costs[2]	Total costs	Reimbursement rate %[3]	Maximum EU contribution[4]	Maximum grant amount[5]	Income generated by the action	Financial contributions given by third parties to the beneficiaries	Action's total receipts	Estimated costs of beneficiaries/ affiliated entities/linked third parties not receiving funding
	A.1 Employees (or equivalent) A.2 Natural persons under direct contract and seconded persons	A.3 SME owners without salary A.4 Beneficiaries that are natural persons without salary			C.1 Financial support C.2 Prizes	D.1 Travel D.2 Equipment D.3 Other goods and services									
Cost form[6]	Actual	Unit[7]		Actual	Actual	Actual	Flat-rate[8]								
	a1	No hours	Total a2	b	[c]	d	e = 0,07 * (a1+a2+b+d)	f = a1+a2+b +[c]+d+e	g	h = f * g	i	j	k	l = j+k	m
1. X23	64 000.00	2 260.00	80 523.80	10 500.00	91 000.00	10 700.00	11 600.67	268 324.47	75	201 243.35	201 243.35	0.00	0.00	0.00	n/a
2. SF	105 504.00	0.00	0.00	7 000.00	91 000.00	4 300.00	8 176.28	215 980.28	75	161 985.21	161 985.21	0.00	0.00	0.00	n/a
3. ENIT	96 790.00	0.00	0.00	11 000.00	0.00	14 200.00	8 539.30	130 529.30	75	97 896.98	97 896.98	0.00	0.00	0.00	n/a
4. ITKAM	74 238.00	0.00	0.00	10 000.00	104 000.00	4 300.00	6 197.66	198 735.66	75	149 051.75	149 051.75	0.00	0.00	0.00	n/a
5. HHL	94 400.00	0.00	0.00	2 000.00	0.00	4 300.00	7 049.00	107 749.00	75	80 811.75	80 811.75	0.00	0.00	0.00	n/a
6. SBA	81 000.00	0.00	0.00	14 500.00	104 000.00	4 300.00	6 986.00	210 786.00	75	158 089.50	158 089.50	0.00	0.00	0.00	n/a
7. UNI GRAZ	46 772.00	0.00	0.00	0.00	0.00	3 700.00	3 533.04	54 005.04	75	40 503.78	40 503.78	0.00	0.00	0.00	n/a
8. ARGE	64 160.00	0.00	0.00	0.00	0.00	3 700.00	4 750.20	72 610.20	75	54 457.65	54 457.65	0.00	0.00	0.00	n/a
9. GE	40 660.00	806.00	24 397.62	0.00	0.00	3 700.00	4 813.03	73 570.65	75	55 177.99	55 177.99	0.00	0.00	0.00	n/a
Total consortium	667 524.00	3 066.00	104 921.42	55 000.00	390 000.00	53 200.00	61 645.18	1 332 290.60	75	999 217.96	999 217.96	0.00	0.00	0.00	0.00

[1] See Article 6 for the eligibility conditions. All amounts must be expressed in EUR (see Article 15.6 for the conversion rules).
[2] Indirect costs already covered by an operating grant (received under any EU or Euratom funding programme) are ineligible (see Article 6.4(b)). Therefore, a beneficiary/affiliated entity/linked third party that receives an operating grant during the action duration cannot declare indirect costs for the year(s)/reporting period(s) covered by the operating grant, unless they can demonstrate that the operating grant does not cover any costs of the action (see Article 6.2.E). This requires specific accounting tools. Please immediately contact us via the Participant Portal for details.
[3] See Article 5.2 for the reimbursement rate.
[4] This is the theoretical amount of the EU contribution, if the reimbursement rate is applied to all the budgeted costs. This theoretical amount is capped by the 'maximum grant amount'.
[5] The 'maximum grant amount' is the maximum grant amount decided by the Agency. It normally corresponds to the requested grant, but may be lower.
[6] See Article 5 for the cost forms.
[7] See Annex 2a 'Additional information on the estimated budget' for the details (costs per hour (hourly rate)).
[8] See Article 6.2.E for the flat rate.
[9] See Article 8a for beneficiaries not receiving funding.
[10] Only for affiliated entities/linked third parties receiving funding.

ANNEX 2a

ADDITIONAL INFORMATION ON THE ESTIMATED BUDGET

COSME

COS-TOURCOOP-2019-3-01

Project acronym: EU ECO-TANDEM

Proposal Number: 951043

Amount(s) per unit(s):

- Unit cost for SME owners/natural beneficiaries without salary

1. Costs for SME owners or beneficiaries that are natural persons not receiving a salary

Units: hours worked on the action

For calls under COSME Work Programme 2018 and after:

- for the monthly living allowance: **EUR 4 880**
- for the country-specific correction coefficients: The country-specific correction coefficients are set out in the Horizon 2020 Work Programme 2018-2020 (section 3 MSCA) in force at the time of the call. Refer to the last pages (Table 2) of:

http://ec.europa.eu/research/participants/data/ref/h2020/wp/2018-2020/main/h2020-wp1820-msca_en.pdf

Amount per unit ('hourly rate'): calculated according to the following formula:

(4880 / 143 hours)
multiplied by
{country-specific correction coefficient of the country where the beneficiary is established}

For the following beneficiaries/linked third parties, the amounts per unit (hourly rate) are fixed as follows:

- beneficiary/linked third party X23: EUR 35,63
- beneficiary/linked third party GE: EUR 30,27

Estimated number of units: see Annex 2

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

SOCIALFARE IMPRESA SOCIALE SRL (SF), established in VIA ALESSANDRO MANZONI 15, TORINO 10122, Italy, VAT number: IT10959210013, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('2')

in Grant Agreement No 951043 ('the Grant Agreement')

between X23 SRL **and** the Executive Agency for Small and Medium-sized Enterprises (EASME) ('the Agency'), under the powers delegated by the European Commission ('the Commission'),

for the action entitled EU ECO-TANDEM PROGRAMME (EU ECO-TANDEM).

and mandates

the coordinator *to submit and sign in its name and on its behalf any* ***amendments*** *to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

[redacted]

Associated with document Ref. Ares(2020)3549238 - 06/07/2020

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

ENIT - Agenzia Nazionale del Turismo (ENIT), established in VIA MARGHERA 2, ROMA RM 00185, Italy, VAT number: IT01008391003, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('3')

in Grant Agreement No 951043 ('the Grant Agreement')

between X23 SRL **and** the Executive Agency for Small and Medium-sized Enterprises (EASME) ('the Agency'), under the powers delegated by the European Commission ('the Commission'),

for the action entitled EU ECO-TANDEM PROGRAMME (EU ECO-TANDEM).

and mandates

the coordinator *to submit and sign in its name and on its behalf any* ***amendments*** *to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

[redacted]

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

ITALIENISCHE HANDELSKAMMER FUR DEUTSCHLAND (ITKAM), established in CORNELIUSSTRASSE 18, FRANKFURT AM MAIN 60325, Germany, VAT number: DE114108949, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('4')

in Grant Agreement No 951043 ('the Grant Agreement')

between X23 SRL **and** the Executive Agency for Small and Medium-sized Enterprises (EASME) ('the Agency'), under the powers delegated by the European Commission ('the Commission'),

for the action entitled EU ECO-TANDEM PROGRAMME (EU ECO-TANDEM).

and mandates

the coordinator *to submit and sign in its name and on its behalf any* ***amendments*** *to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

[redacted]

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

HHL GEMEINNUTZIGE GMBH (HHL), established in JAHNALLEE 59, LEIPZIG 04109, Germany, VAT number: DE154003010, (‘the beneficiary’), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No (‘5’)

in Grant Agreement No 951043 (‘the Grant Agreement’)

between X23 SRL **and** the Executive Agency for Small and Medium-sized Enterprises (EASME) ('the Agency'), under the powers delegated by the European Commission ('the Commission'),

for the action entitled EU ECO-TANDEM PROGRAMME (EU ECO-TANDEM).

and mandates

the coordinator *to submit and sign in its name and on its behalf any* ***amendments*** *to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

[redacted]

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

SLOVAK BUSINESS AGENCY (SBA), established in KARADZICOVA 7773/2, BRATISLAVA - STARE MESTO 811 09, Slovakia, VAT number: SK2020869279, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('6')

in Grant Agreement No 951043 ('the Grant Agreement')

between X23 SRL **and** the Executive Agency for Small and Medium-sized Enterprises (EASME) ('the Agency'), under the powers delegated by the European Commission ('the Commission'),

for the action entitled EU ECO-TANDEM PROGRAMME (EU ECO-TANDEM).

and mandates

the coordinator *to submit and sign in its name and on its behalf any* ***amendments*** *to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

[redacted]

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITAET GRAZ (UNI GRAZ), established in UNIVERSITATSPLATZ 3, GRAZ 8010, Austria, VAT number: ATU57511277, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('7')

in Grant Agreement No 951043 ('the Grant Agreement')

between X23 SRL **and** the Executive Agency for Small and Medium-sized Enterprises (EASME) ('the Agency'), under the powers delegated by the European Commission ('the Commission'),

for the action entitled EU ECO-TANDEM PROGRAMME (EU ECO-TANDEM).

and mandates

the coordinator *to submit and sign in its name and on its behalf any* **amendments** *to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

[redacted]

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

ARGE ABFALLVERMEIDUNG, RESSOURCENSCHONUNG UND NACHHALTIGE ENTWICKLUNG GMBH (ARGE), established in PUCHSTRASSE 41, Graz 8020, Austria, VAT number: ATU61386967, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('8')

in Grant Agreement No 951043 ('the Grant Agreement')

between X23 SRL **and** the Executive Agency for Small and Medium-sized Enterprises (EASME) ('the Agency'), under the powers delegated by the European Commission ('the Commission'),

for the action entitled EU ECO-TANDEM PROGRAMME (EU ECO-TANDEM).

and mandates

the coordinator *to submit and sign in its name and on its behalf any* ***amendments*** *to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

[redacted]

Associated with document Ref. Ares(2020)3549238 - 06/07/2020

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

GREEN EVOLUTION ANONYMI ETAIREIA YPIRESION PERIVALLONTOS-ENERGEIAS-OIKONOMIAS ANTHRAKA (GE), established in 20 KARNEADOU STR, ILIOUPOLI ATHINA 163 46, Greece, VAT number: EL998184536, ('the beneficiary'), represented for the purpose of signing this Accession Form by the undersigned,

hereby agrees

to become beneficiary No ('9')

in Grant Agreement No 951043 ('the Grant Agreement')

between X23 SRL **and** the Executive Agency for Small and Medium-sized Enterprises (EASME) ('the Agency'), under the powers delegated by the European Commission ('the Commission'),

for the action entitled EU ECO-TANDEM PROGRAMME (EU ECO-TANDEM).

and mandates

the coordinator *to submit and sign in its name and on its behalf any* ***amendments*** *to the Agreement, in accordance with Article 39.*

By signing this Accession Form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and conditions it sets out.

SIGNATURE

For the beneficiary/new beneficiary/new coordinator

[redacted]

FINANCIAL STATEMENT FOR *[BENEFICIARY [name] /AFFILIATED ENTITY [name]/LINKED THIRDPARTY] [name]]* FOR REPORTING PERIOD [number]

	Eligible[1] costs (per budget category)								Receipts			EU contribution		
	A. Direct personnel costs			B. Direct costs of subcontracting	*[C.Direct costs of financial support]*	D. Other direct costs	E. Indirect costs[2]	Total costs	Income generated by the action	Financial contributions given by third parties to the beneficiaries	Total receipts	Reimbursement rate %[3]	Maximum EU constribution[4]	Requested EU contribution
	A.1 Employees (or equivalent) A.2 Natural persons under direct contract and seconded persons	A.3 SME owners without salary A.4 Beneficiaries that are natural persons without salary			*[C.1 Financial support]* *[C.2 Prizes]*	D.1 Travel D.2 Equipment D.3 Other goods and services								
Cost form[5]	Actual	Unit		Actual	Actual	Actual	Flat-rate[6]							
	a1	No hours	Total a2	b	*[c]*	d	e = 0,07 * (a1 + a2+ b + d)	f = a1 + a2+ b +*[c]* + d + e	g	h	i= g + h	j	k = f*j	l
[short name beneficiary/ affiliated entity/linked third party]														

The beneficiary/affiliated entity/linked third party hereby confirms that:
The information provided is complete, reliable and true.
The costs declared are eligible (see Article 6).
The costs can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 12, 13 and 17).
For the last reporting period: that all the receipts have been declared (see Article 5.3.3).

ⓘ Please declare all eligible costs, even if they exceed the amounts indicated in the estimated budget (see Annex 2). Only amounts that were declared in your individual financial statements can be taken into account lateron, in order to replace other costs that are found to be ineligible.

[1] See Article 6 for the eligibility conditions. All amounts must be expressed in EUR (see Article 15.6 for the conversion rules).

[2] The indirect costs claimed must be free of any amounts covered by an operating grant (received under any EU or Euratom funding programme, see Article 6.4.(b)). If you have received an operating grant during this reporting period, you cannot claim indirect costs, unless you can demonstrate that the operating grant does not cover any costs of the action (see Article 6.2.E). This requires specific accounting tools. Please contact us immediately via the Participant Portal for details.

[3] See Article 5.2 for the reimbursement rate.

[4] This is the theoretical amount of EU contribution that the system calculates automatically (by multiplying the reimbursement rate by the total costs declared). The amount you request (in the column 'requested EU contribution') may (have to) be less.

[5] See Article 5 for the cost forms.

[6] See Article 6.2.E for the flat rate.

ANNEX 5

MODEL FOR THE CERTIFICATE ON THE FINANCIAL STATEMENT (CFS)

This document sets out:

- the objectives and scope of the independent report of factual findings on costs declared under a EU grant agreement financed under the COSME Programme and

- a model for the certificate on the financial statement (CFS).

1. Background and subject matter

[OPTION 1 for actions with one RP and NO interim payments: Within 60 days of the end of the reporting period, the coordinator must submit to the Agency a **final report**, which should include (among other documents and unless otherwise specified in Article 15 of the Grant Agreement) a **certified financial statement** (CFS; see proposed model below) for each beneficiary and (if applicable) each linked third party, if:

- it requests EUR 325 000 or more as reimbursement of actual costs and

- the maximum grant amount indicated for that beneficiary/linked third party in the estimated budget (see Annex 2) as reimbursement of actual costs is EUR 750 000 or more.***]***

[OPTION 2 for actions with several RPs and interim payments: Within 60 days of the end of each reporting period, the coordinator must submit to the Agency a **periodic report**, which should include (among other documents and unless otherwise specified in Article 15 of the Grant Agreement) a **certified financial statement** (CFS; see proposed model below) for each beneficiary and (if applicable) each linked third party, if:

- the cumulative amount it requests as reimbursement of actual costs is EUR 325 000 or more and

- the maximum grant amount indicated for that beneficiary/linked third party in the estimated budget (see Annex 2) as reimbursement of actual costs is EUR 750 000 or more.

The CFS must be submitted every time the cumulative amount of payments requested (i.e. including in previous financial statements) reaches the threshold (i.e. a first certificate once the cumulative amount reaches 325 000, a second certificate once it reaches 650 000, a third certificate once it reaches 975 000, etc.).

Once the threshold is reached, the CFS must cover all reporting periods for which no certificate has yet been submitted.***]***

The beneficiary must provide the CFS for itself and, if applicable, for its linked third party(ies).

The **purpose** of the audit on which the CFS is based is to give the Agency 'reasonable assurance'[1] that costs declared as eligible costs under the grant (and, if relevant, receipts generated in the course of the action) are being claimed by the beneficiary/linked third party in accordance with the relevant legal and financial provisions of the Grant Agreement.

The **scope** of the audit is limited to the verification of eligible costs included in the CFS. The audit must be conducted in line with point 3 below.

Certifying auditors must carry out the audits in compliance with generally accepted **audit standards** and indicate which standards they have applied. They must bear in mind that, to establish a CFS, they must carry out a compliance audit and not a normal statutory audit. The eligibility criteria in the Grant Agreement always override normal accounting practices.

The beneficiary/linked third party and the auditor are expected to address any **questions on factual data or detailed calculations** before the financial statement and the accompanying certificate are submitted. It is also recommended that the beneficiary/linked third party take into account the auditor's preliminary comments and suggestions in order to avoid a qualified opinion or reduce the scope of the qualifications.

Since the certificate is the main source of assurance for cost claims and payments, it will be easier to consider amounts as eligible if a **non-qualified certificate** is provided.

The submission of a certificate does not affect the Agency's right to carry out its **own assessment or audits**. Neither does the reimbursement of costs covered by a certificate preclude the Agency or the Commission, the European Anti-Fraud Office (OLAF) or the European Court of Auditors from carrying out checks, reviews, audits and investigations in accordance with Article 17 of the Grant Agreement. The CFS audit is not a full-fledged audit according to international auditing standards and does not give assurance on the legality and regularity of the costs declared.

The Agency expects the certificates to be issued by auditors according to the highest professional standards.

2. Auditors who may deliver a certificate

The beneficiary/linked third party is free to choose a **qualified external auditor**, including its usual external auditor, provided that:

- the external auditor is **independent** from the beneficiary/linked third party and
- the provisions of **Directive 2006/43/EC**[2] are complied with.

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1 This means a high degree of confidence.

2 Directive 2006/43/EC of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts or similar national regulations (OJ L 157, 9.6.2006, p. 87).

Independence is one of the qualities that permit the auditor to apply unbiased judgement and objective consideration to established facts to arrive at an opinion or a decision. It also means that the auditor works without direction or interference of any kind from the beneficiary/linked third party.

Auditors are considered as providing services to the beneficiary/linked third party under a **purchase contract** within the meaning of Article 9 of the Grant Agreement. This means that the costs of the CFS may normally be declared as costs incurred for the action, if the cost eligibility rules set out in Articles 6 and 9.1.1 of the Grant Agreement are fulfilled (especially: best value for money and no conflict of interests; see also below eligibility of costs of other goods and services). Where the beneficiary/linked third party uses its usual external auditor, it is presumed that they already have an agreement that complies with these provisions and there is no obligation to find new bids. Where the beneficiary/linked third party uses an external auditor who is not their usual external auditor, it must select an auditor following the rules set out in Article 9.1.1.

Public bodies can choose an external auditor or a competent public officer. In the latter case, the auditor's independence is usually defined as independence from the audited beneficiary/linked third party 'in fact and in appearance'. A preliminary condition is that this officer was not involved in any way in drawing up the financial statements. Relevant national authorities establish the legal capacity of the officer to carry out audits of that specific public body. The certificate should refer to this appointment.

3. Audit methodology and expected results

3.1 Verification of eligibility of the costs declared

The auditor must conduct its verification on the basis of inquiry and analysis, (re)computation, comparison, other accuracy checks, observation, inspection of records and documents and by interviewing the beneficiary/linked third party (and the persons working for it).

The auditor must examine the following documentation:

- the Grant Agreement and any amendments to it;
- the periodical and/or final report(s);
- *for personnel costs*
  - salary slips;
  - time sheets;
  - contracts of employment;
  - other documents (e.g. personnel accounts, social security legislation, invoices, receipts, etc.);
  - proofs of payment;
- *for subcontracting*
  - the call for tender (if any);
  - tenders (if any);
  - justification for the choice of subcontractor;
  - contracts with subcontractors;
  - invoices;

- declarations by the beneficiary/linked third party;
- proofs of payment;
- other documents: e.g. national rules on public tendering if applicable, EU Directives, etc.;

- *for travel and subsistence costs*
  - the beneficiary/linked third party's internal rules on travel;
  - transport invoices and tickets;
  - declarations by the beneficiary/linked third party;
  - other documents (proofs of attendance such as minutes of meetings, reports, etc.);
  - proofs of payment;
- *for equipment costs*
  - invoices;
  - delivery slips / certificates of first use;
  - proofs of payment;
  - depreciation method of calculation;
- *for costs of other goods and services*
  - invoices;
  - proofs of payment; and
  - other relevant accounting documents.

General eligibility rules

The auditor must verify that the costs declared comply with the general eligibility rules set out in Article 6.1 of the Grant Agreement.

In particular, the costs must:

- be actually incurred;
- be linked to the subject of the Grant Agreement and indicated in the beneficiary/linked third party's estimated budget (i.e. the latest version of Annex 2);
- be necessary to implement the action which is the subject of the grant;
- be reasonable and justified, and comply with the requirements of sound financial management, in particular as regards economy and efficiency;[3]
- have been incurred during the action, as defined in Article 3 of the Grant Agreement (with the exception of the invoice for the audit certificate and costs relating to the submission of the final report);
- not be covered by another EU grant (see below ineligible costs);
- be identifiable, verifiable and, in particular, recorded in the beneficiary/linked third party's accounting records and determined according to the applicable accounting standards of the country where it is established and its usual cost-accounting practices;
- comply with the requirements of applicable national laws on taxes, labour and social security;
- be in accordance with the provisions of the Grant Agreement (see, in particular, Articles 6 and 9-11a) and
- have been converted to euro at the rate laid down in Article 15.6 of the Grant Agreement:

[3] To be assessed in particular on the basis of the procurement and selection procedures for service providers.

- for beneficiaries/linked third parties with accounts established in a currency other than the euro:
  Costs incurred in another currency must be converted into euros at the average of the daily exchange rates published in the C series of the EU Official Journal determined over the corresponding reporting period.
  If no daily euro exchange rate is published in the EU Official Journal for the currency in question, the rate used must be the average of the monthly accounting exchange rates established by the Commission and published on its website;
- for beneficiaries/linked third parties with accounts established in euro:
  Costs incurred in another currency should be converted into euros applying the beneficiary/linked third party's usual accounting practice.

The auditor must verify whether expenditure includes **VAT** and, if so, verify that the beneficiary/linked third party:
- cannot recover the VAT (this must be supported by a statement from the competent body) and
- is not a public body acting as a public authority.

The auditor should base his/her audit approach on the **confidence level** following a review of the beneficiary/linked third party's internal control system. When using sampling, the auditor should indicate and justify the sampling size.

Specific eligibility rules

In addition, the auditor must verify that the costs declared comply with the specific cost eligibility rules set out in Article 6.2 and Articles 9.1.1, 10.1.1, 11.1.1, 11a.1.1 and 11a.2.1 of the Grant Agreement.

Personnel costs

The auditor must verify that:
- personnel costs have been charged and paid in respect of the actual time devoted by the beneficiary/linked third party's personnel to implementing the action (justified on the basis of time sheets or other relevant time-recording system);
- personnel costs were calculated on the basis of annual gross salary, wages or fees (plus obligatory social charges, but excluding any other costs) specified in an employment or other type of contract, not exceeding the average rates corresponding to the beneficiary/linked third party's usual policy on remuneration;
- the work was carried out during the period of implementation of the action, as defined in Article 3 the Grant Agreement;
- the personnel costs are not covered by another EU grant (see below ineligible costs);
- for additional remuneration: the 2 conditions set out in Article 6.2.A.1 of the Grant Agreement are met (i.e. that it is part of the beneficiary/linked third party's usual remuneration practices and is paid in a consistent manner whenever the same kind of work or expertise is required and that the criteria used to calculate the supplementary payments are objective and generally applied by the beneficiary/linked third party, regardless of the source of funding used);

- for in-house consultants: the 3 conditions set out in Article 6.2.A.2 of the Grant Agreement are met (i.e. that the in-house consultant works under conditions similar to those of an employee, that the result of the work carried out belongs to the beneficiary/linked third party, and that the costs are not significantly different from those for personnel performing similar tasks under an employment contract).

The auditor should have assurance that the management and accounting system ensures proper allocation of the personnel costs to various activities carried out by the beneficiary/linked third party and funded by various donors.

Subcontracting costs

The auditor must verify that:

- the subcontracting complies with best value for money (or lowest price) and that there was no conflict of interests;
- the subcontracting was necessary to implement the action for which the grant is requested;
- the subcontracting was provided for in Annex 1 and Annex 2 or agreed to by the Agency at a later stage;
- the subcontracting is supported by accounting documents in accordance with national accounting law;
- public bodies have complied with the national rules on public procurement.

Costs of providing financial support to third parties (if applicable)

The auditor must obtain the details and breakdown of the costs of providing financial support to third parties and sample cost items selected randomly (full coverage is required if there are fewer than 10 items, otherwise the sample should have a minimum of 10 items or 10% of the total, whichever number is highest).

The auditor must verify that:

- the maximum amount of financial support for each third party did not exceed EUR 60 000, unless explicitly mentioned in Annex 1 of the Grant Agreement
- the other conditions set out in the Grant Agreement were respected.

Travel and subsistence costs

The auditor must verify that travel and subsistence costs:

- have been charged and paid in accordance with the beneficiary/linked third party's internal rules or usual practices;
- are not covered by another EU grant (see below ineligible costs)
- were incurred for travels linked to action tasks set out in Annex 1 of the Grant Agreement.

Equipment costs

The auditor must verify that:

- the equipment is purchased, rented or leased at normal market prices;

- public bodies have complied with the national rules on public procurement;
- the equipment is written off, depreciation has been calculated according to the tax and accounting rules applicable to the beneficiary/linked third party and only the portion of the depreciation corresponding to the duration of the action has been declared;
- the costs are not covered by another EU grant (see below ineligible costs).

Costs of other goods and services

The auditor must verify that:

- the purchase complies with best value for money (or lowest price) and that there was no conflict of interests;
- public bodies have complied with the national rules on public procurement;
- the costs are not covered by another EU grant (see below ineligible costs).

Ineligible costs

The auditor must verify that the beneficiary/linked third party has not declared any costs that are ineligible under Article 6.4 of the Grant Agreement:

- costs relating to return on capital;
- debt and debt service charges;
- provisions for future losses or debts;
- interest owed;
- doubtful debts;
- currency exchange losses;
- bank costs charged by the beneficiary/linked third party's bank for transfers from the Agency;
- excessive or reckless expenditure;
- deductible VAT;
- VAT incurred by a public body acting as a public authority;
- costs incurred during suspension of the implementation of the action;
- in-kind contributions from third parties;
- costs declared under other EU grants (including those awarded by a Member State and financed by the EU budget or awarded by bodies other than the Agency for the purpose of implementing the EU budget); in particular, indirect costs if the beneficiary/linked third party is already receiving an EU operating grant in the same period, unless they can demonstrate that the operating grant does not cover any costs of the action;
- costs incurred for permanent staff of a national administration for activities that are part of its normal activities (i.e. not undertaken only because of the grant);
- costs incurred for staff or representatives of EU institutions, bodies or agencies;.

For more information on cost eligibility, see the COSME Guide for applicants.

3.2 Verification of receipts

The auditor must verify that the beneficiary/linked third party has declared receipts within the meaning of Article 5.3.3 of the Grant Agreement, i.e.:

- income generated by the action (e.g. from the sale of products, services and publications, conference fees) and
- financial contributions given by third parties, specifically to be used for costs that are eligible under the action.

3.3 Verification of the beneficiary/linked third party's accounting system

The auditor must verify that:

- the accounting system (analytical or other suitable internal system) makes it possible to identify **sources of financing** for the action and related expenses incurred during the contractual period and
- expenses/income under the grant have been recorded systematically using a numbering system that **distinguishes** them from expenses/income for other projects.

Certificate on the financial statement (CFS)

To
[Beneficiary/linked third party's full name
address]

We, [**full name of the audit firm/organisation**], established in [full address/city/country], represented for signature of this audit certificate by [name and function of an authorised representative],

hereby certify

that:

1. We have **conducted an audit** relating to the costs declared in the financial statement of [name of beneficiary/linked third party] (the *[*'beneficiary'*][*'linked third party'*]*), to which this audit certificate is attached and which is to be presented to the Executive Agency for Small and Medium-sized Enterprises (EASME) under Grant Agreement No [insert number] — [insert acronym], covering costs for the following reporting period(s): [insert reporting period(s)].

2. We confirm that our audit was **carried out in accordance with generally accepted auditing standards** in compliance with ethical rules and on the basis of the provisions of the **Grant Agreement** and its Annexes (and in particular the audit methodology described in Annex 5).

3. The financial statement was examined and all necessary tests of *[*all*][*[X]%*]* of the supporting documentation and accounting records were carried out in order to obtain **reasonable assurance that**, in our opinion and on the basis of our audit

   - total **costs** of **EUR** [**insert number**] ([insert amount in words]) are eligible, i.e.:
     - actual (— for actual costs);
     - determined in accordance with the *[*beneficiary's*][*linked third party's*]* accounting principles (— for actual costs);
     - incurred during the period referred to in Article 3 of the Grant Agreement;
     - recorded in the *[*beneficiary's*][*linked third party's*]* accounts (at the date of this audit certificate);
     - comply with the specific eligibility rules in Article 6.2 of the Grant Agreement;
     - do not contain costs that are ineligible under Article 6.4 of the Grant Agreement, in particular:
       - costs relating to return on capital;
       - debt and debt service charges;
       - provisions for future losses or debts;
       - interest owed;
       - doubtful debts;
       - currency exchange losses;

    - bank costs charged by the *[*beneficiary's*][*linked third party's*]* bank for transfers from the Agency;
    - excessive or reckless expenditure;
    - deductible VAT;
    - VAT incurred by a public body acting as a public authority;
    - costs incurred during suspension of the implementation of the action;
    - in-kind contributions provided by third parties;
    - costs declared under other EU grants (including those awarded by a Member State and financed by the EU budget or awarded by bodies other than the Agency for the purpose of implementing the EU budget); in particular, indirect costs if the *[*beneficiary*][*linked third party*]* is already receiving an EU operating grant in the same period, unless it can demonstrate that the operating grant does not cover any costs of the action;
    - costs incurred for permanent staff of a national administration, for activities that are part of its normal activities (i.e. not undertaken only because of the grant);
    - costs incurred for staff or representatives of EU institutions, bodies or agencies;
  - *[*are claimed according to the euro conversion rate referred to in Article 15.6 of the Grant Agreement (— for actual costs);***]***

- total **receipts** of **EUR** [**insert number**] ([insert amount in words]) have been declared under Article 5.3.3 of the Grant Agreement and

- the *[*beneficiary's*][*linked third party's*]* **accounting procedures** are in compliance with the accounting rules of the state in which it is established and permit direct reconciliation of the costs incurred for the implementation of the action covered by the EU grant with the overall statement of accounts relating to its overall activity.

[However, our audit opinion is **qualified** for:

  - costs of EUR [**insert number**]

  - receipts of EUR [**insert number**]

which in our opinion do not comply with the applicable rules.***]***

4. We are qualified/authorised to deliver this audit certificate *[*(for additional information, see appendix to this certificate)*]*.

5. The *[*beneficiary*][*linked third party*]* paid a **price** of EUR [insert number]) (including VAT of EUR [insert number]) for this audit certificate. ***[OPTION 1:*** These costs are eligible (i.e. incurred within 60 days of the end of the action referred to in Article 3 of the Grant Agreement) and included in the financial statement.***][OPTION 2:*** These costs were not included in the financial statement.***]***

Date, signature and stamp

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