



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

Director



GRANT AGREEMENT

NUMBER — 785185 — AROUND-ME

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 Julien GUERRIER, Director, or his/her duly authorised representative

and

on the other part,

1. 'the coordinator':

CHAMBER OF COMMERCE AND INDUSTRY OF STARA ZAGORA BULGARIA* (CCI-BG), established in G RAKOVSKI STREET 66, STARA ZAGORA 6000, Bulgaria, VAT number: BG123047654, represented for the purposes of signing the Agreement by Vice President, Krassimira SOKOLOVA

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

2. **SARETAS (SARETAS)**, established in Dambravos km., PRIENU RAJONAS 53000, Lithuania,

3. **CAMBRA OFICIAL DE COMERC INDUSTRIAI SERVEIS DE SABADELL (CCI-SP)**, established in AV FRANCESC MACIA 35, SABADELL 08206, Spain, VAT number: ESQ0873003H,

4. **SLOVAK BUSINESS AGENCY (SBA)**, established in MILETICOVA 23, BRATISLAVA 821 09, Slovakia, VAT number: SK2020869279,

5. **CONFERENCE DES VILLES DE L ARC ATLANTIQUE ASSOCIATION (CAAC)**, established in RUE DES DAMES 10, RENNES 35000, France,

6. **RANNSOKNAMIDSTOD ISLANDS (ICR)**, established in BORGARTUNI 30, REYKJAVIK 105, Iceland,

7. **EPIMELITIRIO EVROU (CCI-GR)**, established in LEOFOROROS DIMOKRATIAS 307, ALEXANDROUPOLI 681 00, Greece, VAT number: EL090002120,

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

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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 ‘**AcceleRating market grOwth throUgh eNtrepreneurial cross-borDer Mobility, nEtworking and support — AROUND-ME**’ (‘action’), as described in Annex 1.

ARTICLE 3 — DURATION AND STARTING DATE OF THE ACTION

The duration of the action will be **24 months** as of 01/02/2018 (‘**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 413 334.43** (four hundred and thirteen thousand three hundred and thirty four EURO and forty three eurocents).

5.2 Form of grant, reimbursement rate and forms of costs

The grant reimburses **100%** of the eligible costs for providing financial support to third parties and **75%** of the eligible costs for the other budget categories (personnel, subcontracting, other direct costs and indirect costs) (**‘reimbursement of eligible costs grant’**; see Article 6 and Annex 2).

The estimated eligible costs of the action are EUR **482 115.89** (four hundred and eighty two thousand one hundred and fifteen EURO and eighty nine 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**: on the basis of the amount(s) per unit set out in Annex 2a (**unit 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 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**Types of eligible personnel costs**

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 grant¹ 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/EC² (or 2014/24/EU³) or ‘contracting entities’ within the meaning of Directive 2004/17/EC⁴ (or 2014/25/EU⁵) 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.

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)**’:
 - 1st progress report due by the 15th of M7, covering the period from month 1 to month 6
 - 2nd progress report due by the 15th of M13, covering the period from month 7 to month 12
 - 3rd progress report due by the 15th of M19, covering the period from month 13 to month 18
- 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 has one ‘**reporting period**’:

- RP1: from month 1 to month 24

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

Not applicable

15.3 Periodic reports — Requests for interim payments

Not applicable

15.4 Final report — Request for payment of the balance

The coordinator must submit — within 60 days following the end of the reporting period — a final report, which includes the request for payment of the balance.

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

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

- (i) an **explanation of the work carried out** by the beneficiaries;
- (ii) an **overview of the implementation** 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) a **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 ‘**final financial report**’ containing:

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

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.

The individual financial statement(s) 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

- 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;
- (iii) not applicable;
- (iv) a **‘final summary financial statement’**, created automatically by the electronic exchange system, consolidating the individual financial statement(s) for the reporting period and including the **request for payment of the balance**;
- (v) a **‘certificate on the financial statements’** (drawn up in accordance with Annex 5) for each beneficiary, if:
 - it requests an EU contribution of EUR 325 000 or more as reimbursement of actual costs 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.

15.5 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 **pre-financing payment**;
- 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 **289 334.10** (two hundred and eighty nine thousand three hundred and thirty four EURO and ten 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

Not applicable

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 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 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: FIRST INVESTMENT BANK AD

Full name of the account holder: CHAMBER OF COMMERCE AND INDUSTRY STARA ZAGORA

Full account number (including bank codes):

IBAN code: BG45FINV915010EUR0GL7J

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 883/2013⁷ and No 2185/96⁸ (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 966/2012⁹, 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 1049/2001¹⁰, 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 45/2001¹¹ 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 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 payment of the balance**, it will deduct them from the total eligible costs declared, for the action, in the final summary financial statement (see Article 15.3 and 15.4). It will then calculate the 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.

The other beneficiaries' financial responsibility in case of recovery is limited, for each beneficiary, to its own debt.

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) joint and several liability of other beneficiaries: not applicable;

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/EC¹² 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:

- (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) joint and several liability of other beneficiaries: not applicable;

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).

- (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.

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 the final report (see Article 15.4).

If the Agency does not receive the report(s) within the deadline (see above), no costs 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 to the date when termination takes effect.

This information must be included by the coordinator in the final report (see Article 15.4).

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 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), no costs 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 to the date when termination takes effect.

This information must be included by the coordinator in the final report (see Article 15.4).

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 1182/71¹³, 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.

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

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).

- 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).

As an exception, if such a dispute is between the Agency and RANNSOKNAMIDSTOD ISLANDS, it must be brought before the courts of Brussels, Belgium.

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

For the Agency



EUROPEAN COMMISSION
Executive Agency for Small and Medium-sized Enterprises
COSME

ANNEX 1 (part A)

Grant agreement Erasmus

NUMBER — 785185 — AROUND-ME

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1.1. The project summary

Project Number ¹	785185	Project Acronym ²	AROUND-ME
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One form per project

General information

Project title ³	AcceleRating market grOwth throUgh eNtrepreneurial cross-borDer Mobility, nEtworking and support
Starting date ⁴	01/02/2018
Duration in months ⁵	24
Call (part) identifier ⁶	COS-EYE-2017-4-01
Topic	COS-EYE-2017-4-01 Erasmus for Young Entrepreneurs
Fixed EC Keywords	
Free keywords	Cross-border Mobility, Entrepreneurship, Young Entrepreneurs, ERASMUS, Start-ups, Business

Abstract ⁷

AROUND-ME project represents partners' mutual efforts contributing to the COSME Program, EU objectives and priorities related to newly-established SMEs across COSME countries. The consortium of 8 organisations across Europe shall promote and foster entrepreneurship and entrepreneurial culture by providing inspiring mobility opportunities to new entrepreneurs, thus enhancing entrepreneurship and competitiveness, creating favourable environment for improving SMEs ability to develop their entrepreneurial know-how, skills and attitudes, and to improve their technological capacity and enterprise management.

The project is engaged with the Think Small First EU policy in compliance with the Entrepreneurship 2020 Action plan and aligns with the 1st principle measure in the Small Business Act policy, as it intends to provide exchange of experience and on-the-job training, giving nascent entrepreneurs the possibility to learn from experienced host entrepreneurs and equipping them with interdisciplinary skills to accelerate growth, facilitate jobs, and get better access to the European Single Market.

AROUND-ME provides on-the-job-training for 64 new entrepreneurs (NEs) giving them the chance to learn from experienced entrepreneurs running small businesses across COSME countries to foster sharing of experience and information between entrepreneurs on the obstacles and challenges of starting up and scaling up an enterprise, and thus to facilitate a successful launch and development of their business ideas including possible further cooperation. AROUND-ME involves 54 host entrepreneurs (HEs) to participate in the Program and build relationships with NEs from COSME countries to gain experience in mentoring, to receive fresh ideas and enhance their innovative potential, to enlarge their knowledge on new markets which to result in creating new businesses, joint ventures and spin-off companies and foster cross-border business cooperation.

1.2. List of Beneficiaries

 Associated with document Ref. Ares(2018)1267725 - 07/03/2018

Project Number ¹	785185	Project Acronym ²	AROUND-ME
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List of Beneficiaries

No	Name	Short name	Country	Project entry month ⁸	Project exit month
1	CHAMBER OF COMMERCE AND INDUSTRY OF STARA ZAGORA BULGARIA*	CCI-BG	Bulgaria	1	24
2	SARETAS	SARETAS	Lithuania	1	24
3	CAMBRA OFICIAL DE COMERC INDUSTRIAI SERVEIS DE SABADELL	CCI-SP	Spain	1	24
4	SLOVAK BUSINESS AGENCY	SBA	Slovakia	1	24
5	CONFERENCE DES VILLES DE L ARC ATLANTIQUE ASSOCIATION	CAAC	France	1	24
6	RANNSOKNAMIDSTOD ISLANDS	ICR	Iceland	1	24
7	EPIMELITIRIO EVROU	CCI-GR	Greece	1	24

1.3. Workplan Tables - Detailed implementation

Associated with document Ref. Ares(2018)1267725 - 07/03/2018

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	Management of the programme, networking and reporting	1 - CCI-BG	12.45	1	24
WP2	Promotion of the programme and recruitment of entrepreneurs	1 - CCI-BG	18.78	3	24
WP3	Relationships building	1 - CCI-BG	12.97	3	24
WP4	Relationships management	2 - SARETAS	11.59	4	24
Total			55.79		

1.3.2. WT2 list of deliverables

Deliverable Number¹⁴	Deliverable Title	WP number⁹	Lead beneficiary	Type¹⁵	Dissemination level¹⁶	Due Date (in months)¹⁷
D1.1	1st Networking meeting	WP1	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	2
D1.2	2nd Networking meeting	WP1	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	9
D1.3	3rd Networking meeting	WP1	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	14
D1.4	4th Networking meeting	WP1	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	21
D1.5	1st Six-monthly technical management report including report on promotion activities	WP1	1 - CCI-BG	Report	Confidential, only for members of the consortium (including the Commission Services)	7
D1.6	2nd Six-monthly technical management report including report on promotion activities	WP1	1 - CCI-BG	Report	Confidential, only for members of the consortium (including the Commission Services)	13
D1.7	3rd Six-monthly technical management reports including report on promotion activities	WP1	1 - CCI-BG	Report	Confidential, only for members of the consortium (including the Commission Services)	19
D2.1	Assessed NEs/HEs applications	WP2	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	24

Deliverable Number¹⁴	Deliverable Title	WP number⁹	Lead beneficiary	Type¹⁵	Dissemination level¹⁶	Due Date (in months)¹⁷
D3.1	Established relationships	WP3	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	24
D4.1	Success stories as of month 15	WP4	2 - SARETAS	Other	Public	15
D4.2	Success stories as of month 24	WP4	2 - SARETAS	Other	Public	24

1.3.3. WT3 Work package descriptions

Work package number ⁹	WP1	Lead beneficiary ¹⁰	1 - CCI-BG
Work package title	Management of the programme, networking and reporting		
Start month	1	End month	24

Objectives

Objectives of WP1 - to insure smooth implementation of all project activities, monitoring the project progress and quality control, sound information flow, proper financial management so that the project results planned shall be reached. As proper management is applied in all project activities WP1 is linked to achieving all specific objectives of the project. To achieve the WP1 objectives the project partners plan the following activities:

- Management, quality control and evaluation - aiming to insure sound implementation of all project activities upon common rules agreed and in line with the Implementation Manual for IOs and the Grant agreement, involving planning, permanent monitoring of partners' performance and project progress, and assuring quality implementation
- Active networking - aiming to insure efficient information exchange, to build synergy within consortium partners and with other IOs in order to reach the project results planned
- Reporting - aiming to insure on-going performance monitoring of the project progress and submission of accurate and timely reports

Description of work and role of partners

WP1 - Management of the programme, networking and reporting [Months: 1-24]
CCI-BG, SARETAS, CCI-SP, SBA, CAAC, ICR, CCI-GR
 CCI-BG as Project Coordinator and thus EC contractual party and grant holder shall assume responsibility for the overall organisation and management of the project. The EYE experienced partners shall provide mentoring to the newcomer organizations in all project activities where needed.

- Activity 1 Management, quality control and evaluation
 - Task 1.1: Consortium Agreement (M1) - drafted by CCI-BG at the project start addressing partners' responsibilities, management procedures, communication rules, time-frames where the EYE Quality Manual for IOs shall be its integral part.
 - Task 1.2: Project cycle management - applying the four-phased management and quality control (Plan-Do-Check-Act method) method involving at partner and at consortium level:
 - * Planning - assigning project partners' teams, assuring sound understanding of all activities and responsibilities, insuring all needed resources - information and documents, finances, suppliers
 - * Implementing activities - keeping due records on all activities and tasks performed
 - * Monitoring - partners performance and project progress towards the Work Plan, EYE Quality Manual for IOs, EC Grant Agreement and Consortium Agreement
 - * Evaluation - analysing results focusing on outputs and outcomes achieved - identifying gaps and insufficiencies in any, as well as good practices of advanced performance, planning and introducing preventive and corrective if a need arise, undertaking improvements
- Activity 2 Active networking
 - In the course of project implementation the consortium partners shall actively network within the consortium, with other IOs, and with the Support Office taking part in the following meetings:
 - Task 2.1 Consortium meetings - kick-of meeting (M2) taking place in Stara Zagora hosted by the Project Coordinator and followed 4 partners meetings within the EYE networking meetings organized by EASME, and by 6 on-line partners meetings on a quarterly basis - participated by all project managers.
 - The purpose of the kick-of meeting is:
 - * preparing the Consortium Agreement for signing
 - * reaching common understanding of all activities and responsibilities
 - * scheduling the promotional and recruitment activities
 - The purpose of the consortium meetings is:
 - * monitoring and evaluating the project progress
 - * sharing info on new recruited NEs/HEs and identifying opportunities for possible matches within the partners countries
 - * exchanging good practices in the recruitment process

* identifying insufficiencies and gabs, if any
 * planning preventive and corrective actions if needed, and identifying fields of improvement
 Task 2.2 Newcomers training - the new to EYE partners 3 CCI-SP, 4 SBA, 5 CAAC, 6 ICR, and 7 CCI-GR participate in an Initial training organized by EASME to understand in details the relationships building and managing process and how to deal on the EYE IT Management Tool.
 Task 2.3 Four Networking meetings with the purpose of:
 * exchanging information with other IOs on NEs/HEs matching searches
 * sharing best practices and experience in the recruitment process and overcoming difficulties
 * building cross-consortia partnerships
 * receiving up-date information from the Support Office
 Task 2.4 Mid-term review meeting - all partners participate in a Mid-term review meeting if requested by EASME to discuss the project progress.
 Task 2.5 Ad-hock communication - occasional communication in cases of need by mails, Skype, phone calls with the purpose of information exchange, provide individual assistance to EYE not experienced partners. The ad-hock communication is conducted with consortium partners, other IOs, and the Support Office.

- Activity 3 Reporting
 Technical and financial reports shall be generated at partners and at consortium level in accordance with the regulations of the Grant Agreement and submitted via the SyGmA Grant management system on the Participants portal.
 Task 3.1: Technical reports
 * 3 Six-monthly technical management reports including report on promotion activities (D1, D2, D3) - providing information on the activities implemented and results achieved within the periods reported

Participation per Partner

Partner number and short name	WP1 effort
1 - CCI-BG	3.37
2 - SARETAS	1.16
3 - CCI-SP	1.52
4 - SBA	1.53
5 - CAAC	1.71
6 - ICR	1.59
7 - CCI-GR	1.57
Total	12.45

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D1.1	1st Networking meeting	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	2
D1.2	2nd Networking meeting	1 - CCI-BG	Other	Confidential, only for members of the consortium (including	9

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
				the Commission Services)	
D1.3	3rd Networking meeting	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	14
D1.4	4th Networking meeting	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	21
D1.5	1st Six-monthly technical management report including report on promotion activities	1 - CCI-BG	Report	Confidential, only for members of the consortium (including the Commission Services)	7
D1.6	2nd Six-monthly technical management report including report on promotion activities	1 - CCI-BG	Report	Confidential, only for members of the consortium (including the Commission Services)	13
D1.7	3rd Six-monthly technical management reports including report on promotion activities	1 - CCI-BG	Report	Confidential, only for members of the consortium (including the Commission Services)	19

Description of deliverables

D1 - exchanging information with other IOs on NEs/HEs matching searches, sharing best practices and experience in the recruitment process and overcoming difficulties, building cross-consortia partnerships, receiving up-date information from the Support Office

D2 - exchanging information with other IOs on NEs/HEs matching searches, sharing best practices and experience in the recruitment process and overcoming difficulties, building cross-consortia partnerships, receiving up-date information from the Support Office

D3 - exchanging information with other IOs on NEs/HEs matching searches, sharing best practices and experience in the recruitment process and overcoming difficulties, building cross-consortia partnerships, receiving up-date information from the Support Office

D4 - exchanging information with other IOs on NEs/HEs matching searches, sharing best practices and experience in the recruitment process and overcoming difficulties, building cross-consortia partnerships, receiving up-date information from the Support Office

D5 - 1st Six-monthly technical management report including report on promotion activities

D6 - 2nd Six-monthly technical management report including report on promotion activities

D7 - 3rd Six-monthly technical management reports including report on promotion activities

D1.1 : 1st Networking meeting [2]

Networking meetings with all EYE partners - exchanging information with other IOs on NEs/HEs matching searches, sharing best practices and experience in the recruitment process and overcoming difficulties, building cross-consortia partnerships, receiving up-date information from the Support Office

<p>D1.2 : 2nd Networking meeting [9] Networking meetings with all EYE partners - exchanging information with other IOs on NEs/HEs matching searches, sharing best practices and experience in the recruitment process and overcoming difficulties, building cross-consortia partnerships, receiving up-date information from the Support Office</p>
<p>D1.3 : 3rd Networking meeting [14] Networking meetings with all EYE partners - exchanging information with other IOs on NEs/HEs matching searches, sharing best practices and experience in the recruitment process and overcoming difficulties, building cross-consortia partnerships, receiving up-date information from the Support Office</p>
<p>D1.4 : 4th Networking meeting [21] Networking meetings with all EYE partners - exchanging information with other IOs on NEs/HEs matching searches, sharing best practices and experience in the recruitment process and overcoming difficulties, building cross-consortia partnerships, receiving up-date information from the Support Office</p>
<p>D1.5 : 1st Six-monthly technical management report including report on promotion activities [7] Technical management report including report on promotion activities providing information on activities implemented and results achieved within the first 6 project months</p>
<p>D1.6 : 2nd Six-monthly technical management report including report on promotion activities [13] Technical management report including report on promotion activities providing information on activities implemented and results achieved within 12 project months</p>
<p>D1.7 : 3rd Six-monthly technical management reports including report on promotion activities [19] Technical management reports including report on promotion activities providing information on activities implemented and results achieved within the 18 project months</p>

Schedule of relevant Milestones

Milestone number¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Consortium Agreement	1 - CCI-BG	1	Drafted by CCI-BG at the project start addressing partners' responsibilities, management procedures, communication rules, time-frames where the EYE Quality Manual for IOs shall be its integral part
MS2	Kick-of meeting	1 - CCI-BG	2	First partners meeting taking place in Stara Zagora to preparing the Consortium Agreement for signing, to reach common understanding of all activities and responsibilities, to schedule the promotional and recruitment activities

Work package number ⁹	WP2	Lead beneficiary ¹⁰	1 - CCI-BG
Work package title	Promotion of the programme and recruitment of entrepreneurs		
Start month	3	End month	24

Objectives

Objectives of WP2 - to insure wide promotion and awareness-raising of the EYE Program among target groups with the aim to recruit NEs and HEs to participate in mobility exchange, and are linked to achieving the Specific objectives 1, 2, and 3.

To achieve the WP2 objectives the project partners plan the following activities:

- Promotion of the programme - to insure awareness-raising on the opportunities provided by the EYE Program among potential NEs and HEs in the partners countries, observing the Manual for Intermediary Organisations (Quality Manual)
- Enrollment of entrepreneurs - to recruit interested NEs and HEs in the partners countries to participate in the EYE Program

Description of work and role of partners

WP2 - Promotion of the programme and recruitment of entrepreneurs [Months: 3-24]
CCI-BG, SARETAS, CCI-SP, SBA, CAAC, ICR, CCI-GR

The project Coordinator CCI-BG shall assume responsibility for the overall organisation and management of the project activities within WP2.

Activity 4 Promotion of the program

Task 4.1: Promotional and Recruitment Guide and Plan (PRG and PRP) (M3) - drafted by CCI-BG, discussed and agreed by all partners during the kick-off meeting. The PRG provides implementation methodology, approaches and guidelines for all promotional and recruitment activities, the PRP provides distribution of tasks, schedules, and responsibilities.

Task 4.2: Promotional materials - all partners (except of P6 ICR) produce project banners, leaflets/flyers, posters to be used for the promotional activities by all partners using the templates and brand provided by the EYE Support Office to insure visibility and awareness-raising of the EYE program and AROUND-ME project.

Task 4.3: Media promotion - publishing articles in partners' organizations' bulletins, drafting press releases resulting in publications in regional/national newspapers/magazines, participation in radio and TV interviews, drafting press releases resulting in radio/TV news. Each partner makes at least 4 media promotional publications/announces in the course of the project implementation.

Task 4.4: Webinars - webinars are considered by the partners as very effective and modern means of communication. The AROUND-ME webinars plan power point presentation, voice explanations, visual contact, verbal discussion, instants questions-answers functionality. Webinars provide the attendees all functionality of a live seminar and at the same time being in individual-shaped comfortable environment. All partners (except of P2 SARETAS and P6 ICR) shall conduct webinars on a quarterly basis (every 4 months till 20th project month) to explain the program and answer questions to interested participants.

Task 4.5: Internet promotion - Section on the partners' organizations' websites dedicated to AROUND-ME project providing info on the program, terms for participation, expression of interest form, with links to the national language version of the EYE program, promotional leaflet/flyer, and registration form for participation in the EYE webinars. Publications on affiliated entities'/networks' websites which with the partners' organizations are collaborating providing links to the partners' websites' EYE publication.

Task 4.6: National EYE AROUND-ME Facebook groups - the Facebook groups provide opportunities for sharing experience, networking, information exchange, and publish upcoming webinars. It is an on-line space where all interested, enrolled, currently participating NEs and HEs, and the once who finished the exchanges shall know each other, share their success stories, network and collaborate. All national EYE AROUND-ME Facebook groups shall join each other in the 'My Friends' section so that an international pool of EYE AROUND-ME NEs and HEs shall be established. The EYE AROUND-ME Facebook group friends and the partners shall network also with the EYE program Facebook and LinkedIn.

Task 4.7: Face-to-face direct promotion - project partners shall participate in entrepreneurship events of theirs or third parties' organizations to present the EYE mobility program, the opportunities it does provide and the benefits for the participating HEs/NEs. Direct contacts shall be initiated by the project partners (individual meetings/visits) approaching potential HEs/NEs to explain the program and motivate them to participate. Interested SMEs/NEs applying for more information shall be consulted in details. During the consultation initial assessment shall be made toward eligibility

criteria related to expectations, motivation, compliance with criteria to participants in order to gain quality profiles of applicants to be registered in the IT Management Tool.

Activity 5 Enrolment of entrepreneurs

Task 5.1: EYE participation information sheet (M4) - each partner shall prepare a written document in its national language on the eligibility criteria, rules, and terms for participation in the EYE Programme both for NEs and HEs. The information sheet provides also advises on successful application - how to complete the motivation section, requirements to all elements - CV, business plan, and technical instruction how to work on the IT Management Tool, what mean the status indications, how to search for suitable matches, etc. This document shall be published in the EYE dedicated web space on each partner web site, and printed during individual consultations of interested NEs and HEs.

Task 5.2 Assessing NEs/HEs applications (D4) - NEs/HEs applicants registered in the IT Management Tool shall be assessed toward all eligibility criteria related to quality of the business plan, CV, motivation letter, all those set in the EYE Quality Manual for IOs - identity the persons, authenticity of the information provided with regard of personality, business entity, data and facts shall be checked careful by wide range of means. In case of everything is correct the IO partner approves the application for further proceeding. In case the quality level is insufficient the applicants shall be put on-hold, contacted and consulted how to improve them. In case of receiving disinterested response or identifying incorrect/fake information, the application shall be deleted.

In some cases the IO partners shall assist the HEs/NEs with uploading information and documents in the IT Management Tool which is expected mainly to happen in the HEs cases.

Participation per Partner

Partner number and short name	WP2 effort
1 - CCI-BG	2.57
2 - SARETAS	2.48
3 - CCI-SP	3.04
4 - SBA	2.47
5 - CAAC	3.43
6 - ICR	2.27
7 - CCI-GR	2.52
Total	18.78

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D2.1	Assessed NEs/HEs applications	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	24

Description of deliverables

D8 - Assessed NEs and HEs applications toward eligibility criteria

D2.1 : Assessed NEs/HEs applications [24]

Assessed NEs/HEs applicants registered in the IT Management Tool toward all eligibility criteria related to quality of the business plan, CV, motivation letter, all those set in the EYE Quality Manual for IOs

Schedule of relevant Milestones

Milestone number¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS3	Promotional and Recruitment Guide and Plan (PRG and PRP)	1 - CCI-BG	3	Document providing implementation methodology, approaches and guidelines for all promotional and recruitment activities; distribution of tasks, schedules, and responsibilities
MS4	EYE participation information sheet	1 - CCI-BG	3	Written documents in partners' national languages on the eligibility criteria, rules, and terms for participation in the EYE Program both for NEs and HEs - providing advises on successful application - how to complete the motivation section, requirements to all elements - CV, business plan, and technical instruction how to work on the IT Management Tool, what mean the status indications, how to search for suitable matches, etc., published in the EYE dedicated web space on each partner web site, and printed during individual consultations of interested NEs and HEs

Work package number ⁹	WP3	Lead beneficiary ¹⁰	1 - CCI-BG
Work package title	Relationships building		
Start month	3	End month	24

Objectives

Objectives of WP3 - to insure quality matches of NEs and HEs applicants and to assist them to build relationships, directly linked to achieving the project Specific objectives 2, 3, and 4.
 To achieve the WP3 objectives the project partners plan the following activities:
 - Assessing applications from NEs and HEs - to evaluate the eligibility and the quality of the registered NEs and HEs on the IT Management Tool
 - Building relationships - to assist the accepted NEs and HEs to find HE and NE respectively

Description of work and role of partners

WP3 - Relationships building [Months: 3-24]
CCI-BG, SARETAS, CCI-SP, SBA, CAAC, ICR, CCI-GR
 Partner 1 CCI-BG is Leader of WP3 assisting all partners in the assessment and relationships building processes with particular attention to the EYE partners who are newcomers.

Activity 6 Assessing applications from NEs and HEs
 Task 6.1: Search in the IT Management Tool - all partners perform direct search to find the closest fitting counterparts for a potential exchange using all functionalities of the IT Management Tool - the online catalogue and the matchmaking tool putting search criteria. In the search process partners shall advise NEs/HEs applicants to subscribe for weekly receiving automatic suggestions from the IT tool which scans the list of available entrepreneurs automatically and searches for the best current match. Partners shall keep in touch with the NEs/HEs who are searching independently to discuss the matches they consider matching.

Task 6.2: Search outside the IT Management Tool - in case of difficult finding matches the partners shall send search requests to partners within the consortium in case the desired country is theirs and/or contact other IOs in the desired target country with the request to identify matching SMEs in their regions and motivate them to participate. In case the EYE network cannot help, partners shall look for Enterprise Europe Network assistance and other business support organizations.

Task 6.3: Assessing of matching relationship - once finding matching partner where both eligible parties NE and HE are interested in relationship building the project partners shall first assess the match towards eligibility criteria of a relationship in accordance with the Quality Manual for IOs insuring that both parties really match in their objectives and expectations. Partners encourage NEs and HEs to speak to each other in order to specify their objectives, to describe the work/learning project, to draft schedule of the activity plan, to specify their expectations and outcomes form working together. They should agree on all further details related to place, working time, specific terms, etc. All those information is the basis for drafting a realistic and quality commitment.

Activity 7 Building relationships
 Task 7.1: Assessing NEs/HEs commitment - partners assist the NEs/HEs in drafting a clear and comprehensive text of the commitment because it is a crucial step in the relationship building as it will regulate the relationship between the NE and the HE. Once uploaded in the IT Management Tool partners shall assess the commitments in accordance with the Quality Manual for IOs. The partners are aware of their crucial role in the matchmaking process and bear equal responsibility for the outcomes.

Once establishing eligible applicants with eligible relationship providing quality commitments the project partners approve the established relationship (D5).

Participation per Partner

Partner number and short name	WP3 effort
1 - CCI-BG	1.80

Partner number and short name	WP3 effort
2 - SARETAS	1.73
3 - CCI-SP	2.14
4 - SBA	1.73
5 - CAAC	2.41
6 - ICR	1.39
7 - CCI-GR	1.77
Total	12.97

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D3.1	Established relationships	1 - CCI-BG	Other	Confidential, only for members of the consortium (including the Commission Services)	24

Description of deliverables

D9 - Established relationships between NEs and HEs
D3.1 : Established relationships [24]
Established relationship between HEs and NEs, started exchange

Schedule of relevant Milestones

Milestone number ¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
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Work package number ⁹	WP4	Lead beneficiary ¹⁰	2 - SARETAS
Work package title	Relationships management		
Start month	4	End month	24

Objectives

Objectives of WP4 - to manage relationships built between NEs and HEs and to insure respective support to both NEs and HEs and are directly linked to achieving the project specific objectives 2, 3 4, and 5.

To achieve the WP4 objectives the project partners plan the following activities:

- Management of grant agreements, commitments and financial assistance - to insure clear, well understood responsibilities between all involved parties in the mobility exchange scheme and to grant the NEs financial support for their stay in the host country
- Preparation of the exchange - to prepare both NEs and HEs for the upcoming exchange
- Follow up of the exchanges - to monitor the exchange progress, to provide needed assistance to NEs and HEs, and to evaluate the results achieved and satisfaction reached by the participating NEs and HEs.

Description of work and role of partners

WP4 - Relationships management [Months: 4-24]

SARETAS, CCI-BG, CCI-SP, SBA, CAAC, ICR, CCI-GR

Partner 2 SARETAS is Leader of WP4 assisting all partners in the Relationships management processes with particular attention to the partners who are EYE newcomers.

Activity 8 Management of grant agreements, commitments, and financial assistance

Task 8.1: Managing grant agreements and commitments - after approval of the relationship and prior to the start of the stay, partners acting as NIO prepare and sign financial agreement with the NEs on the payment arrangements and his/her responsibilities during after the stay finishes.

Partners shall also insure that the NE and HE have an agreement arranging their relations during the stay of the NE in the HEs company which in some cases might include additional clauses of confidentiality or other sensitive matters but in general the agreements should be not defer from the commitment declared.

Task 8.2: Managing payments to the NEs - Payments to the NEs shall be executed in accordance with the rules set-up in the Quality manual for IOs. Partners shall gather sufficient evidence that the relationships have taken place and under the commitments agreed.

Partners involved in the relationships are responsible for requesting timely submission of the final activity reports by the NEs in order to be evaluated and to execute the final payments. Accounting records on all NEs' payments shall be duly kept.

Activity 9 Preparation of the exchange

Task 9.1: Pre-departure induction course for NEs - Partners acting as NIO conduct pre-departure induction training to insure that the NE is completely aware about all his/her responsibilities and regulations of the grant agreement, about complaint procedures and consequences of a failed relationship, and to provide him/her with useful information. The training topics cover financial and EYE program rules, contact details of the HIO and its staff members who shall welcome him/her and provide on-site support, available business support services including the Enterprise Europe Network and SOLVIT in the host country, and general information about the functioning of the EU market.

Task 9.2: Welcome Pack - Partners acting as HIO prepare a 'Welcome Pack' to be provided to the incoming NEs which should include information about the host country (cultural information) and also on how to address practical questions (housing, transport, insurance, etc.).

The content of the 'Welcome Packs' shall be agreed by the partners during the Kick-off meeting.

Activity 10 Follow up of the exchanges

Task 10.1: On-site support and monitoring of relationships - Partners acting as HIO shall provide support where needed to both HEs and NEs. The first support step is to provide the NE with the 'Welcome Pack' and if possible meet or contact on-line/by phone both HE and NE.

Both HIO and NIO partners shall regularly monitor regarding the progress of the match, that the exchange takes place smoothly or whether they are particular problems for which solving assistance can be provided.

Task 10.2: Evaluation of exchange - partners shall review the online final activity reports (feedback questionnaire) in the IT Management Tool completed by both NEs and HEs which aim is to evaluate whether the relationship was successful

or not and to measure the NEs'/HEs' satisfaction level of the exchange and of the programme in general. Partners shall take care that the reports are completed on time and contain sufficient and comprehensive information and not general assumptions only. After reviewing and accepting the final reports partners shall consider the relationship as completed.

Task 10.3: Erasmus for Young Entrepreneurs certificates - Partners shall prepare Erasmus for Young Entrepreneurs certificates officially attesting successful participation of the NE or HE in the programme. The Certificates shall be granted to NEs/HEs after finishing of the exchange.

Task 10.4: Success stories (D6 and D7) - partners shall request NEs/HEs to share success stories from their exchange and to publish them in the EYE AROUND-ME Facebook group. Partners shall use these success stories in their promotional and recruitment activities.

Participation per Partner

Partner number and short name	WP4 effort
1 - CCI-BG	1.57
2 - SARETAS	1.51
3 - CCI-SP	1.87
4 - SBA	1.51
5 - CAAC	2.10
6 - ICR	1.49
7 - CCI-GR	1.54
Total	11.59

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D4.1	Success stories as of month 15	2 - SARETAS	Other	Public	15
D4.2	Success stories as of month 24	2 - SARETAS	Other	Public	24

Description of deliverables

D10 - Success stories as of month 15
 D11 - Success stories as of month 24

D4.1 : Success stories as of month 15 [15]
 Success stories of exchanges published on the Erasmus Facebook within the first 15 project months

D4.2 : Success stories as of month 24 [24]
 Success stories of exchanges published on the Erasmus Facebook as of the end of the project

Schedule of relevant Milestones

Milestone number ¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
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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	Consortium Agreement	WP1	1 - CCI-BG	1	Drafted by CCI-BG at the project start addressing partners' responsibilities, management procedures, communication rules, time-frames where the EYE Quality Manual for IOs shall be its integral part
MS2	Kick-of meeting	WP1	1 - CCI-BG	2	First partners meeting taking place in Stara Zagora to preparing the Consortium Agreement for signing, to reach common understanding of all activities and responsibilities, to schedule the promotional and recruitment activities
MS3	Promotional and Recruitment Guide and Plan (PRG and PRP)	WP2	1 - CCI-BG	3	Document providing implementation methodology, approaches and guidelines for all promotional and recruitment activities; distribution of tasks, schedules, and responsibilities
MS4	EYE participation information sheet	WP2	1 - CCI-BG	3	Written documents in partners' national languages on the eligibility criteria, rules, and terms for participation in the EYE Program both for NEs and HEs - providing advises on successful application - how to complete the motivation section, requirements to all elements - CV, business plan, and technical instruction how to work on the IT Management Tool, what mean the status indications, how to search for suitable matches, etc., published in the EYE dedicated web space on each partner web site, and printed during individual consultations of interested NEs and HEs

1.3.5. WT5 Critical Implementation risks and mitigation actions

Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
1	Insufficient performance of particular consortium partners	WP1	The project cycle management method applied shall identify early insufficiency, more intensive contacts with and mentoring of the respective partners shall be undertaken, in case of persisting - other partners take over the indicators with respective shift of budget
2	Wrong approach of consortium partners in assessing entrepreneurs' applications	WP2	More intensive contacts with and mentoring of the respective partners by the WP3 and WP4 Leaders
3	Insufficient HEs applications	WP2	More intensive tailor-made promotion toward specific target groups
4	Insufficient interest in particular HEs registered applications	WP3	More intensive networking within the consortium and with other IOs
5	Insufficient commitment on behalf of HEs/NEs during the exchange	WP4	Special dedicated meetings with the respective HEs/NEs to find out the reasons, to eliminate them and to achieve quality exchange

1.3.6. WT6 Summary of project effort in person-months

	WP1	WP2	WP3	WP4	Total Person/Months per Participant
1 - CCI-BG	3.37	2.57	1.80	1.57	9.31
2 - SARETAS	1.16	2.48	1.73	1.51	6.88
3 - CCI-SP	1.52	3.04	2.14	1.87	8.57
4 - SBA	1.53	2.47	1.73	1.51	7.24
5 - CAAC	1.71	3.43	2.41	2.10	9.65
6 - ICR	1.59	2.27	1.39	1.49	6.74
7 - CCI-GR	1.57	2.52	1.77	1.54	7.40
Total Person/Months	12.45	18.78	12.97	11.59	55.79

1.3.7. WT7 Tentative schedule of project reviews

Review number ¹⁹	Tentative timing	Planned venue of review	Comments, if any
RV1	13	EASME Brussels	Presence of all consortium partners at midterm review meeting required if the consortium is called for review by EASME

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 Commission). 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 filings, videos, etc.
- OTHER
- ETHICS Ethics requirement
- ORDP Open Research Data Pilot

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

All changes made in the initial version of the project are based on the exclusion of Partner 2 CCI-PT - the Portugal Industrial Association - Chamber of Commerce and Industry and aggregation of the Deliverables.

Chapter	Page nr.	Initial text	Initial text				Changed to	Changed to					
2.1. Specific objective(s) of the Action	5	The consortium of 8 organisations across Europe ...					The consortium of 7 organisations across Europe ...						
➤ Specific objective 1	5	... recruited at least 104 SMEs (HEs), and start-ups and at least to-be- entrepreneurs (NEs) of which at least 94 successful business relationships shall be built					... recruited at least 93 SMEs (HEs), and start-ups and at least to-be- entrepreneurs (NEs) of which at least 82 successful business relationships shall be built						
➤ Specific objective 2	5	To provide on-the-job-training for 72 new entrepreneurs (NEs) ...					To provide on-the-job-training for 64 new entrepreneurs (NEs) ...						
➤ Specific objective 3	5	To inspire and motivate 62 host entrepreneurs (HEs) ...					To inspire and motivate 54 host entrepreneurs (HEs) ...						
➤ Specific objective 4	5	To contribute for successful building of 134 successful relationships between NEs and HEs ...					To contribute for successful building of 118 successful relationships between NEs and HEs ...						
Planned outcomes	5-6		NE	HE	NE	HE		NE	HE	NE	HE		
		1 Coordinator CCI-BG					1 Coordinator CCI-BG						
		Partner 2 CCI-PT	8	8	12	12	Deleted Partner 2 CCI-PT						
		Partner 3 SARETAS					Partner 2 SARETAS						
		Partner 4 CCI-SP					Partner 3 CCI-SP						
		Partner 5 SBA					Partner 4 SBA						
		Partner 6 CAAC					Partner 5 CAAC						
		Partner 7 ICR					Partner 6 ICR						
		Partner 8 CCI-GR					Partner 7 CCI-GR						
		TOTAL	72	62	104	94	TOTAL	72	62	104	94		
Total no. of Relationships						134	Total no. of Relationships						118
Total number of recruited entrepreneurs						198	Total number of recruited entrepreneurs						174
Periodic objectives	6	Number of Relationships					Number of Relationships						
		26					22						
		40					35						
		43					38						
		25					23						
2.1.2. Relevance	6-7	Partner 2 CCI-PT founded in 1837, is...					This paragraph is deleted						
		Partner 3 SARETAS is P3 has developed					Partner 2 SARETAS is P2 has developed						
	Partner 4 CCI-SP represents ..., each year P4 opens ...					Partner 3 CCI-SP represents ..., each year P3 opens ...							
	Partner 5 SBA has been ...					Partner 4 SBA has been ...							
	Partner 6 CAAC is network ...					Partner 5 CAAC is network ...							
	Partner 7 ICR supports ...					Partner 6 ICR supports ...							
	Partner 8 CCI-GR was founded ...					Partner 7 CCI-GR was founded ...							
	7-9	P	Project	Program (if relevant)	Results achieved	P	Project	Program (if relevant)	Results achieved				
		P2				Deleted							
		P3				P2							
P4					P3								
P5					P4								
P6					P5								
P7					P6								
P8					P7								

2.1.4. Description of work methodology and tools	10	The partnership involves: ⇒ 3 EYE Program experienced partners - in Bulgaria, Lithuania, and Portugal ⇒ 4 Chambers of Commerce and Industry - in Bulgaria, Greece, Portugal, and Spain ⇒ 4 EEN hosting organizations - in Bulgaria, Portugal, Slovakia, and Spain								The partnership involves: ⇒ 2 EYE Program experienced partners - in Bulgaria, Lithuania, and Portugal ⇒ 3 Chambers of Commerce and Industry - in Bulgaria, Greece, Portugal, and Spain ⇒ 3 EEN hosting organizations - in Bulgaria, Portugal, Slovakia, and Spain							
	11	The consortium comprises: » 4 'old' EU member states - Greece, France, Portugal, Spain Map - Portugal is coloured as a partner country								The consortium comprises: » 3 'old' EU member states - Greece, France, Portugal, Spain Map - Portugal is coloured as a not partner country							
2.1.5. Performance indicators/Expected impact 2. Evolution of status of NEs supported by the EYE after relationships are completed i.e.:	13	a. number of new businesses set up by NEs if half of the 72 NEs are to-be-entrepreneurs - 36 it is expected that all shall start own business								a. number of new businesses set up by NEs if half of the 64 NEs are to-be-entrepreneurs - 32 it is expected that all shall start own business							
2.1.6. Multiplier effects	13	P1 CCI-BG	P2 CCI-PT	P3 SARETAS	P4 CCI-SP	P5 SBA	P6 CAAC	P7 ICR	P8 CCI-GR	P1 CCI-BG	P2 CCI-PT	P2 SARETAS	P3 CCI-SP	P4 SBA	P5 CAAC	P6 ICR	P7 CCI-GR
2.2. Management structure and procedures	14	AROUND-ME consortium is composed of 8 partners, ... ⇒ 3 EYE Program experienced partners - in Bulgaria, Lithuania, and Portugal ⇒ 4 Chambers of Commerce and Industry - in Bulgaria, Greece, Portugal, and Spain ⇒ 4 Enterprise Europe Network hosting organizations - in Bulgaria, Portugal, Slovakia, and Spain Two of the partners have collaborated within cycle V of the EYE program, four are currently ...								AROUND-ME consortium is composed of 7 partners, ... ⇒ 2 EYE Program experienced partners - in Bulgaria, Lithuania, and Portugal ⇒ 3 Chambers of Commerce and Industry - in Bulgaria, Greece, Portugal, and Spain ⇒ 3 Enterprise Europe Network hosting organizations - in Bulgaria, Portugal, Slovakia, and Spain Two of the partners have collaborated within cycle V of the EYE program, three are currently ...							
2.2.1. Organisational structure	14	CCI-BG is the Project Coordinator. The partners appointed Work Package Leaders: » WP3 Leader: Partner 2 CCI-PT - experienced in EYE Programme » WP4 Leader: Partner 3 SARETAS - experienced in EYE Programme								CCI-BG is the Project Coordinator. The partners appointed Work Package Leaders: » WP3 Leader: Partner 1 CCI-BG - experienced in EYE Programme » WP4 Leader: Partner 2 SARETAS - experienced in EYE Programme							
⇒ Level of involvement and activity of other participants in the project. Role of each participant	15	All partners are equal dedicated to the implementation of all project activities and tasks within WP1, 2, 3, and 4 at partner level, while the Lead partner CCI-BG is dedicated to WP1 also at consortium level. Partner 3 SARETAS is WP4 Leader. All partners assign 2 experts (except of partner 7 ICR ...								All partners are equal dedicated to the implementation of all project activities and tasks within WP1, 2, 3, and 4 at partner level, while the Lead partner CCI-BG is dedicated to WP1 (added) and WP3 also at consortium level. Partner 2 SARETAS is WP4 Leader. All partners assign 2 experts (except of partner 6 ICR ...							
⇒ Build on a previous project or previous activities	15	AROUND-ME project builds-on the EYE projects implemented by the Project Coordinator CCI-BG (cycle 5), Partner 2 CCI-PT (cycle 8), and Partner 3 SARETAS (cycle 5); on Enterprise Europe Network run by the Project Coordinator CCI-BG, Partner 2 CCI-PT, Partner 4 CCI-SP, and Partner 5 SBA; ...								AROUND-ME project builds-on the EYE projects implemented by the Project Coordinator CCI-BG (cycle 5), Partner 2 CCI-PT (cycle 8), and Partner 2 SARETAS (cycle 5); on Enterprise Europe Network run by the Project Coordinator CCI-BG, Partner 2 CCI-PT, Partner 3 CCI-SP, and Partner 4 SBA; ...							
2.2.2. Operational/Technical Capacity: staff involved in the project	16 - 20	Partner 2 CCI-PT Partner 3 SARETAS Partner 4 CCI-SP Partner 5 SBA Partner 6 CAAC Partner 7 ICR Partner 8 CCI-GR								Partner 2 CCI-PT - deleted Partner 2 SARETAS Partner 3 CCI-SP Partner 4 SBA Partner 5 CAAC Partner 6 ICR Partner 7 CCI-GR							
2.2.3 Effectiveness ratio	20	Work Packages/Efforts	Total efforts (person-days) (1)	Total no of relationships (2)	Ratio = (1) / (2)	Work Packages/Efforts	Total efforts (person-days) (1)	Total no of relationships (2)	Ratio = (1) / (2)	All WPs	1 112	134	8,29	All WPs	987	118	8,36
		WP3+WP4	493	134	3,68	WP3+WP4	434	118	3,68								
2.3.1. Work Package 1. Management of the programme, networking and	21	2.3.1.1. Performance Indicators D1 1st partners meeting 1 D2 2nd partners meeting 1 D3 3rd partners meeting 1								2.3.1.1. Performance Indicators Deleted DLVs from D1 to D11							

reporting (core activity) The activities planned shall be included in the respective technical management reports including report on promotion activities		D4	4th partners meeting	1			
		D5	1st on-line partners meeting	1			
		D6	2nd on-line partners meeting	1			
		D7	3rd on-line partners meeting	1			
		D8	4th on-line partners meeting	1			
		D9	5th on-line partners meeting	1			
		D10	6th on-line partners meeting	1			
		D11	Newcomers training	1			
		D12	1 st Networking meeting	1	D1	1 st Networking meeting	
		D13	2 nd Networking meeting	1	D2	2 nd Networking meeting	
		D14	3 rd Networking meeting	1	D3	3 rd Networking meeting	
		D15	4 th Networking meeting	1	D4	4 th Networking meeting	
		D16	Mid-term review meeting	1		Deleted DLV	
		D17	1st Six-monthly technical management report including report on promotion activities	9	D5	1 st Six-monthly technical management report including report on promotion activities	8
		D18	2nd Six-monthly technical management report including report on promotion activities	9	D6	2 nd Six-monthly technical management report including report on promotion activities	8
		D19	3rd Six-monthly technical management reports including report on promotion activities	9	D7	3rd Six-monthly technical management reports including report on promotion activities	8
	D20	Final Technical Report	9		Deleted		
	D21	Final Financial Statement	9		Deleted		
2.3.2. Work Package 2. Promotion of the programme and recruitment of entrepreneurs	21	2.3.2.1. Performance Indicators			2.3.2.1. Performance Indicators		
		M4	EYE participation information sheets	8	M4	EYE participation information sheets	7
		D22	Project banners	7	Deleted DLVs from D22 to D30		
		D23	Project leaflets/flyers	7	The activities planned shall be included in the respective technical management reports including report on promotion activities		
		D24	Project posters	7			
		D25	Publications in partners' organizations' bulletins, in regional/national newspapers/magazines, radio and TV	32			
		D26	Webinars	35			
		D27	Internet promotion - EYE dedicated section on the partners' websites	8			
		D28	Publications on affiliated entities/networks websites which with the partners' organizations are collaborating proving links to the partners' websites' EYE publication	24			
		D29	National EYE AROUND-ME Facebook groups	8			
		D30	Face-to-face direct promotion towards potential NEs/HEs	1 200			
	D31	Assessed NEs/HEs applications	198	D8	Assessed NEs/HEs applications	174	
2.3.3. Work Package 3. Relationships building (core activity)	21	2.3.3.1. Performance Indicators			2.3.3.1. Performance Indicators		
		D32	Matching relationships assessed	134		Deleted	
		D33	NEs/HEs commitments assessed	134		Deleted	
		D34	Established relationships	134	D9	Established relationships	118
2.3.4. Work Package 4. Relationships management (core activity)	21	2.3.4.1. Performance Indicators			2.3.4.1. Performance Indicators		
		D35	Grant agreements	72		Deleted	
		D36	Pre-departure induction courses for NEs	72	Deleted DLVs from D36 to D38		
		D37	Welcome Packs	62	The activities planned shall be included in the respective technical management reports including report on promotion activities		
		D38	Erasmus for Young Entrepreneurs certificates	134			
	D39	Success stories	32	D10	Success stories as of month 15	14	
				D11	Success stories as of month 24	14	

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2.1. Objectives of the Action

2.1.1 Specific objective(s) of the Action

AROUND-ME project represents partners' mutual efforts contributing to the COSME Program, EU objectives and priorities related to **newly-established SMEs** across COSME countries. The consortium of 7 organisations across Europe shall **promote and foster entrepreneurship and entrepreneurial culture** by providing **inspiring mobility opportunities** to new entrepreneurs, thus enhancing entrepreneurship and competitiveness, creating favourable environment for **improving SMEs ability to develop their entrepreneurial know-how, skills and attitudes, and to improve their technological capacity and enterprise management**.

The project is engaged with the *Think Small First* EU policy in compliance with the Entrepreneurship 2020 Action plan and aligns with the 1st principle measure in the Small Business Act policy, as it intends to provide **exchange of experience** and **on-the-job training**, giving nascent entrepreneurs the possibility to learn from experienced host entrepreneurs and equipping them with **interdisciplinary skills** to accelerate growth, facilitate jobs, and get better access to the European Single Market.

Each partners' organisation shall act as a contact point responsible for the creation of a **thriving business environment** in order to foster pan-European entrepreneurial spirit and talent.

The specific objectives of the AROUND-ME project are:

- **Specific objective 1** Proactively to promote the EYE Program at national level in all partners' countries applying innovative and tailor-made approaches to reach largest number of target groups, raising their awareness of the existing cross-border mobility opportunities, resulting in recruited **at least 93 SMEs (HEs)**, and start-ups and **at least** to-be- entrepreneurs (NEs) of which **at least 82** successful business relationships shall be built.
- **Specific objective 2** To provide on-the-job-training for **64 new entrepreneurs (NEs)** giving them the chance to learn from experienced entrepreneurs running small businesses in other COSME countries to foster sharing of experience and information between entrepreneurs on the obstacles and challenges of starting up and developing of enterprise, and thus to facilitate a successful start and development of their business ideas and possible further cooperation
- **Specific objective 3** To inspire and motivate **54 host entrepreneurs (HEs)** to participate in the Program and build relationships with NEs from COSME countries to gain experience in mentoring, to receive fresh ideas and enhance their innovative potential, to enlarge their knowledge on new markets which to result in creating new businesses, joint ventures and spin-off companies and foster cross-border business cooperation
- **Specific objective 4** To contribute for successful building of **118 successful relationships between NEs and HEs** achieving high satisfaction of the participating entrepreneurs and thus contributing to their further business development and growth.
- **Specific objective 5** To deliver **high-quality standards and proactive participation** in all EYE Program activities providing added value to the whole EYE Intermediary Organisations Network.

Planned outcomes

	No. of Relationships		No. of recruited entrepreneurs	
	NE	HE	NE	HE
1 Coordinator CCI-BG	10	6	14	10
Partner 2 SARETAS	10	6	14	10
Partner 3 CCI-SP	8	12	12	16

Partner 4 SBA	10	6	14	10
Partner 5 CAAC	8	12	12	16
Partner 6 ICR	10	4	14	8
Partner 7 CCI-GR	8	8	12	12
TOTAL	64	54	92	82
Total no. of Relationships	118	Total number of recruited entrepreneurs	174	

Periodic objectives

Number of Relationships	End of month	% of established matches towards the overall target (cumulative)	Source of verification
22	6	19%	EYE IT tool
35	12	30%	
38	18	32%	
23	24	19%	

2.1.2. Relevance

Coordinator CCI-BG was established in 1991 and has more than 25 years of experience as a business support organization, which takes main role in the industrial development of its region. As a contact point of the biggest business support network in the world - Enterprise Europe Network, the Chamber has potential, expertise and capabilities enough to meet and challenge all regional business requirements for competitive growth, internationalization, cross-border relations and innovation. In particular, its main relevant activities are: International business cooperation support; Business audits and consultations; Promotion of entrepreneurship, industrial development and internationalization; Development and implementation of EU projects; Consultations and support to SMEs for operational grants; Organization of training and seminars on SMEs-friendly topics (Standards and certification, Going International, Entrepreneurship, Cross-border claims, etc.), Organization of b2b meetings, exhibitions and forums worldwide; Consultation on EU and national policies and legislation; PR services: the Chamber owns a well-known and highly rated regional electronic economic web portal. It has a recently started Carrier Center for vocational development. The Chamber has over 2000 associated members and collaborates with many business support organizations.

Partner 2 SARETAS is a professional management counselling and training centre. It is designed to provide potential and existing businesses in Lithuania with practical assistance needed to survive, grow, prosper and innovate. While working with many different stakeholders of entrepreneurship ecosystems locally and internationally, P2 has developed a solid understanding of how to piece together and coordinate an entrepreneurship ecosystem. SARETAS supports start-ups and newly established companies to enter the market, assists in developing their capacities and guides them through the changeable market situation. In the past ten years it has promoted and facilitated the international mobility of 1,600+ participants. SARETAS is running entrepreneurship support programmes, including start-up accelerators, hackathons and other regional events. It has strengthened business support initiatives through coordinating EYE partnership EYE ENGAGED (cycle 5) and new business-to-established business match-making events.

Partner 3 CCI-SP represents the general interests of commerce and industry in the influential territorial area of Sabadell that includes 12 cities and over 35.000 companies. Its core activity is to promote internationalisation, business competitiveness and to support entrepreneurship. CCI-SP offers business advisory and support services to entrepreneurs covering the entire value chain (initial idea - funding - business set-up - growth) dealing with an average of 110 new entrepreneurs per year. Furthermore, each year P3 opens a call to select the best entrepreneurial projects which could spend a year at CCI-SP's dedicated working space free of charge. P4 also has a very good access to

potential HEs operating with more than 3,000 (mostly internationalized) companies on a daily basis. The latter are regularly using high-quality internationalization, educational and training services COCIS provides.

Partner 4 SBA has been supporting development and growth of Slovak SMEs to improve their competitiveness at the local, regional, national and global level for more than 20 years. SBA has implemented specific SME-tailored support programmes which increase skills and professional competences of young and experienced entrepreneurs. Moreover, thanks to the ongoing SBA's microloans and venture capital program, micro and small businesses afford access to favourable funding. A specific programme has been designed to help potentially fast-growing start-up companies to take part in various events and conferences allowing them to present their ideas to international audience, as well as establish cooperation with foreign investors and business partners. Additionally, SBA is also a member of the EEN helping SMEs make the most of the European marketplace. Thus, SBA disposes with several channels enabling direct (own databases) and indirect (variety of communication channels) access to the target groups.

Partner 5 CAAC is network of cities of the Atlantic Area (France, Spain, Portugal, Ireland, and the UK) that looks for funds and cooperation opportunities on behalf of its members or their stakeholders (chambers of commerce, business incubators, technopoles, etc.). As a transnational network of cities, CAAC is linked to the business incubators of its city members. It also carries analyses about the EU context both for policy and market issues. CAAC has a 17-year experience in EU projects fostering innovation and creation, youth entrepreneurship, and business support.

Partner 6 ICR supports research, innovation, education, and culture in Iceland. ICR cooperates closely with the Icelandic Science and Technology Policy Council and provides professional assistance in the preparation and implementation of the national science and technology policy. ICR monitors resources and performance in R&D and promotes public awareness of research and innovation, education and culture in Iceland. ICR reports to the Ministry of Education, Science and Culture and operates according to the Act on Public Support for Scientific Research (No. 3/2003).

Partner 7 CCI-GR was founded in October 8th, 1921 in Alexandroupoli. It is the mandatory association of all natural and legal persons engaged in trading activity in the region of Evros supervised by the Ministry of Development, and it is a member of the Central Union of Greek Chambers (K.E.E.E.), the Greek Association of Chambers of Transportation (E.E.SY.M.) and the International Chamber of Commerce. Evros Chamber is the integral link between the relevant state authority and the member companies of the county - without though exercising trade union action. It includes five sections: Export, Manufacturing, Trade, Services and Tourism. The number of the active members to date is close to 8,000 businesses. Access to the selected target groups will be accomplished direct via services offered to the active members of the Chamber and indirect via Organizations that the Evros Chamber is stakeholder or collaborates with.

P	Project	Program (if relevant)	Results achieved
P1	EYE ENGAGED	EYE Cycle V	18 successful relationships established, 12NEs, and 6 HEs
	EEN	COSME	22 partnership agreements made, 20 advisory services outcomes in result of advisory services provided
	Carrier Center	OPSF	Over 50 consulted young people in their personal and professional development
P2	EYE ENGAGED	EYE Cycle V (coordinator)	28 NEs who have done their exchanges in Bulgaria, Germany, Sweden, UK, Belgium Facilitated exchanges for 17 HEs
	Gotcha Entrepreneurs Innovation Camp	Erasmus+	Assisted 40 new entrepreneurs to develop their start-ups ideas.
	Matchmaking event B2B	N/A	Facilitated networking of 35 New Business to Business
	Social	Transfer of	Trained 30 entrepreneurs to grow their social enterprises.

	Entrepreneurship Strategy Planning	Innovation	Developed online learning platform to facilitate know-how transfer and business cooperation in SEs
	Mentors network creation	Versli Lietuva	Created National Mentors' network
	Entrepreneurs Academy	Erasmus+	Involved 150 youngsters from 4 universities as multidisciplinary teams searching the best solution to challenges set by companies
	Entrepreneurship support	N/A	Assisted 25 start-ups with preparation for early stage capital raising and investor relations, business development and coaching; Professional assistance to 47 companies
P3	REAL - Reinforcing Entrepreneurship in adults	ERASMUS+	48 video lessons to teach entrepreneurs
	Catalunya empren	Regional Government Generalitat de Catalunya (Spain)	110 entrepreneurs assisted per year
	Dynamic	SUDOE INTERREG IV	21 students trained in innovation and doing a practice period in companies
	MENTOR: A Helping Hand for SMEs	Pilot action financed by the European Commission	6 new entrepreneurs who just take over a small business with fewer than 50 workers
	PRESOLVE	Justice Programme - European Commission	50 SMEs assisted and 5 workshops done
P4	BISS	COSME	Consultation of EU businesses and obtainment of feedback (SME Feedback Mechanism reporting cases, Business Panels support, on-line consultations, other feedback tools (EBTP, SOLVIT); brokerage events and company missions organized
	Twin Entrepreneurs	Cross-border Cooperation Programme Slovakia - Austria	Developed 16 free interactive workshops in 3 phases in English and Slovak for business development and foreign market penetration for over 80 start-ups from Austria and Slovakia (of which 6 under the NARMSP / SBA)
	MTP Uzbekistan	Europe Aid	Information seminar hosted by Uzbek managers Database of foreign cooperation; Catalogue of Slovak companies with an interest in business in Uzbekistan and/or Central Asia
P5	KnowCities	Interreg Atlantic Area	Facilitating the access and transition to a knowledge economy as a factor of attraction and marketing in Atlantic Cities
	ImaginaAtlantica	Interreg Atlantic Area	A sustainable Atlantic digital image technology cluster of SMEs created
	Jobtown	URBACT	Partnerships of local stakeholders established to address structural youth unemployment and poor employment
	Atlantic Blue Tech	Interreg Atlantic Area	Development and innovation in the regional ecosystems of SMEs of the marine bio-resources' sector
P6	EEN Iceland (2007-2012)	COSME	Advisory services, partnership agreements (business, technological and research)

P7	South Evros	OP HR	Local actions for vulnerable groups - Fragile Human Units of South Evros
	Romvos, United on Employment	OP HR	A supplementary plan for support of new farmers and unemployed in Evros Region
	Euromotion Network	OP HR	Local action network for cooperation and support for employment in alternative forms of tourism and interconnection with the local products of the area Establishment, Organization & Administration of Small Businesses
	E-EMPORIO	LLP Da Vinci	Increased SMEs export skills through e-learning
	Innovation Entrepreneurship & Employment Network	OP HR	Local platform for young university graduates for employment and entrepreneurship in innovation and innovative entrepreneurship
	Horizon Network	OP HR	Local action plan for unemployed in Soufli Municipality

2.1.3. Target group/audience

➔ *Target groups*

For its core activities - recruiting beneficiaries, building, and managing established cross-border relationships AROUND-ME project has two main **direct target groups** addressing **new entrepreneurs** (NEs) in partners' regions and countries who have set up a business in the past 3 years or have firm plans to do so and **SMEs** in diverse economic sectors (HEs). **Indirect target groups** are business associations and support organizations, business incubators, universities and research centers considered by the project partners as facilitators and multipliers of the promotional activities.

The **new entrepreneurs** (NEs) target group involves:

- ⇒ start-ups
- ⇒ members of business incubators
- ⇒ employed and unemployed people planning to start own business
- ⇒ less experienced people with viable business ideas
- ⇒ university graduates with viable business ideas
- ⇒ women who want to start up a business
- ⇒ displaced persons who wish to pursue a new career.

The **host entrepreneurs** (HEs) target group involves:

- ⇒ well established micro, small and medium-sized enterprises operating successfully their business for more than 3 years
- ⇒ enterprises from all industrial sectors, agriculture, and services provision

➔ *Improved situation of the target group after participation in the EYE exchange program*

Large majority of respondents of FLASH EUROBAROMETER 354 survey's **ENTREPRENEURSHIP IN THE EU AND BEYOND** who have started a business say that having an appropriate idea and having the necessary financing were important factors in their planning to start business. In particular, 87% of the respondents who have started or taken over a business say that having an appropriate business idea was important to their decision to do so; 84% say that getting the necessary financial resources was important.

Obviously a good business ideas and access to finance are important conditions to start a business. However, even if both are in place without having the courage and the needed managerial knowledge and skills in how to organize and run an enterprise both can occur to be useless and lost. Many holders of good business ideas who are not facing financial problems doubt whether to start a

business. Insufficient self-confidence, scare to take the risk as not knowing what will happen in the end is in the grassroots of that doubts.

Here comes the EYE program to help those holders of good business ideas who demonstrate commitment to follow their dreams. Participation in the mobility program for new entrepreneurs shall improve their ability to develop their own entrepreneurial skills and attitudes and to improve their technological capacity in company management. Giving them the chance to learn from experienced entrepreneurs and gain experience in real business environment how to overcome obstacles and challenges shall facilitate a successful start and development of NEs' business ideas.

The hosting SMEs' situation shall be also positively affected by the relationship built with the NEs. They shall have access to fresh and probably innovative ideas being re-inspired with enthusiasm from just starting entrepreneurs. HEs may fall ideas for improvements inspired from open-minded NEs which have not being seen before as the manager is deeply involved in the daily running of his/her business.

Furthermore, as for many already existing SMEs national frontiers still represent a significant barrier to expanding their business and the project provides opportunities to break these obstacles.

➔ *Improved managerial and technical capacities of the target group*

Both target groups NEs and HEs shall gain improved managerial and technical capacities as enlisted below:

New Entrepreneurs

- ⇒ **Managerial Capacities** - management, marketing, communication, networking skills improved, self-confidence in starting business increased, business culture acquired
- ⇒ **Technical Capacities** - improved business plan, language skills improved, knowledge on EU business environment and on EU standards gained, business contacts developed

Host Entrepreneurs

- ⇒ **Managerial Capacities** - innovative business ideas gained, improved ability to transmit knowledge and mentoring skills developed, improved ability to introduce improvements and to innovate, knowledge on new markets acquired
- ⇒ **Technical Capacities** - improved language skills, internationalization opportunities opened, access to innovative ideas/new technologies, business contacts developed

2.1.4. Description of work methodology and tools

➔ *Overall concept underpinning the project, main ideas and assumptions involved*

The overall concept behind AROUND-ME project is based on the partnership within a **well-structured and balanced consortium of experienced organizations** to implement the project activities and successfully to achieve the project objectives.

The partnership involves:

- ⇒ 2 EYE Program experienced partners - in Bulgaria and Lithuania
- ⇒ One partner from country with no Intermediary Organization - in Iceland
- ⇒ 3 Chambers of Commerce and Industry - in Bulgaria, Greece, and Spain
- ⇒ 3 EEN host organizations - in Bulgaria, Slovakia, and Spain
- ⇒ One professional management counselling and training centre in Lithuania
- ⇒ One Business support organization - in Slovakia
- ⇒ One Innovations and research support organization - in Iceland
- ⇒ A French network of cities working for economic development of the Atlantic Area (France,

Spain, Portugal, Ireland and the UK)

Each one project partner is in position to act as an IO and to ensure high-quality applications, high success rate of the relationships and comprehensive and long-lasting follow-up of the exchanges together with reliable financial and project management activities.

In the establishing phase of the project the **geographical location** of the partners was explicitly sought:

- » Coverage of wide EU regions in all directions - East - West - Middle - South - North Europe
- » Combining 'old' and 'new' EU member states

The consortium comprises:

- » 3 'old' EU member states - Greece, France, Spain
- » 3 'new' EU member states - Bulgaria, Lithuania, Slovakia
- » 1 COSME country (non-EU member state)

The idea is that the well-established **SMEs in the 'old' member states** have longer experience of operating in the environment of EU regulations related to requirements to products, procedures, commercial practices, etc. They are probably more conservative, knowing well the market requirements, stick to proven methods of management but they also are better aware of EU funds, innovations development, and more experienced in internationalization and networking.

SMEs in the 'new' member states are expected to be more flexible and inventive as these preconditions are needed in order to succeed within the relatively new for them market economy environment and rapid legislative changes.

These are only partners' general assumptions and not a rule. However, all cases are specific once. The NEs/HEs shall be in touch before starting the exchange and decide according to their needs.

The concept of the project's outcomes planned is to provide a slightly higher number of opportunities for NEs from the 'new' member states as their need of market economy experience is higher and to Ireland as well as there is no IO, and to insure higher number of HEs in the 'old' member states as historically they provide higher number of experienced businesses.

When recruiting HEs the project partners shall concentrate on business sectors of bigger significance for the local economies in order to contribute to fostering their development. This shall provide higher potential of sustainable relations built between the new and the hosting enterprises.

The **combination of experienced and skilled in management (HEs) with innovative fresh ideas of inspired NEs** shall be sought as well. Young people feel free to dream on successful personal and professional realization and definitely need support from experienced managers in order to avoid their mistakes and disappointment from bad decisions.

It is expected that the NEs from the 'new' member states participating in the exchanges bring home the **business culture acquired** from the HEs experienced to deal in market economy and adopt it in their further development. This shall contribute to achieving more synergy and breaking the persisting differences between the 'old' and the 'new' member states.

Special attention shall be paid to **innovative entrepreneurs**. To NEs demonstrating the potential to bring into practice their innovative ideas shall be given special support. Along with that, counter partners (HEs) developing innovations - whatever, in managerial approaches, in creating new products, services, or developing new technologies shall be approached and motivated to collaborate with young EYE applicants. It is supposed that innovating people are open-minded, sharing,



networking, as innovations are not a single person results.

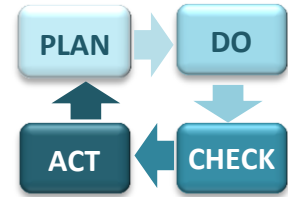
➔ *Methodology and quality control*

Methods of implementing WP1 involve:

- ⇒ mentoring of not EYE experienced partners by the EYE experienced once
- ⇒ permanent on-line communication
- ⇒ *Deming* Cycle management of project implementation processes providing continued monitoring of the project progress and identifying insufficiencies on time

The *Plan-Do-Check-Action* (PDCA) method of process management (the *Deming* Cycle) is applied by the Project Coordinator CCI-BG in all projects implemented and accepted by the project partners.

The *Deming* Cycle forms the skeleton of the implementation methodology for project activities. It refers to a four-step management method that ensures permanent monitoring of the project progress, taking account on the potential risks, and insures continuous improvement. The concept is borrowed from the ISO 9001 Quality Management System and lays the basis of a process-oriented management.



PLAN Process takes place before starting to implement the activities and has the objective to insure all needed resources and identifying critical control points - assigning staff, setting targets, clear awareness of the activities to be implemented, insuring documents and information, financial resources and suppliers, schedules and timing, deploying activities into tasks and distribution of responsibilities. The PLAN process creates the basis for the DO process.

DO Process is the core of the implementation methodology. It comprises of all activities and tasks within the Work Packages. It also involves maintaining records on the tasks performed. The DO process creates the basis for the CHECK process.

CHECK Process is crucial for the successful running of the PDCA Cycle. It involves tracking and revision of the activities records, analysing, identifying insufficiencies to find out the reasons behind the deviations. Within this process preventive and corrective measures are planned as well as improvement. The CHECK process creates the basis for the ACT process.

ACT Process ensures continuant improvement. It involves introduction of preventive/corrective actions, and improvements so that the followed implementation insures better performance.

PDCA management methodology shall be applied at Work Package level and on Work Plan level. The results from implemented activities within WP *Promotion and recruitment* provide the basis for implementing the activities within WP *Building relationships* which implementation provides the basis for implementing the activities within WP *Management of relationships*.

Methods of implementing WP2 involve: the **promotional activities** and approaches shall be defined in a Promotional and Recruitment Guide and Plan (PRS and PRP) and involve proven methods of awareness-raising activities - **direct promotion** - face-to-face meetings with pre-defined target groups - webinars and presentations during events and **indirect** - internet (web- and social media-based information), media (bulletins, press releases to newspapers/magazines, radio/TV), and involving partnering organizations to act as multipliers of the promotion. The enrolment activities involve preparing of detailed EYE participation information sheets for applicants and assessing NEs/HEs applications in compliance with the EYE Quality Manual for IOs.

Methods of implementing WP3 involve: evaluation of the eligibility and the quality of the information provided by the registered on the IT Management Tool NEs and HEs, and building relationships between matching NEs and HEs, all those activities - in compliance with the EYE Quality Manual for IOs.

Methods of implementing WP4 involve: careful management of grant agreements, commitments and financial assistance, preparation of the exchange in accordance with the EYE Quality Manual for

IOs, and monitoring the exchange progress, all those activities - in compliance with the EYE Quality Manual for IOs.

2.1.5. Performance indicators/Expected impact

Title	Brief Description	Target (quantity)
1. Successful relationships (end project):	a. percentage of relationships lasting the scheduled length (i.e. not terminated by one of the parties)	97%
	b. rate of successful exchanges (satisfaction level based on HE and NE feedback)	80%
2. Evolution of status of NEs supported by the EYE after relationships are completed i.e.:	a. number of new businesses set up by NEs if half of the 64 NEs are to-be-entrepreneurs - 28 is expected to start own business	100%
or, in case of NEs with previously established businesses:		
	b. number of businesses that expanded (turnover/job increase/creation)	35%
	c. number of entrepreneurs that gained access to new markets	23%
3. Increased capacity of NEs	Increased knowledge in managing own company, awareness on marketing, promotion, negotiation, requirements to specific products and processes	80%
4. Increased capacity of HEs	Increased capacity in mentoring, in innovating ability, acquired information on new markets and business opportunities	80%
5 NEs and HEs continuing to cooperate after the mobility exchange	Started business cooperation between NEs and HEs - sub-contracting, joint-ventures, commercial contract	10%

2.1.6. Multiplier effects

Each organisation participating in the AROUND-ME consortium has a variety of follow-up business support services that is able to offer to NEs that have successfully completed their relationships and are equipped with the skills and experience necessary to set-up and/or grow their business. Here is a non-exclusive service matrix of relevant post-relationship support:

The below table visualises the particular post-participation support each partner organization shall provide to the NEs.

Post-relationship support services	P1 CCI-BG	P2 SARETAS	P3 CCI-SP	P4 SBA	P5 CAAC	P6 ICR	P7 CCI-GR
Signposting to appropriate incubators' offices to possible source of finance and mentored throughout the process	yes	yes	yes	yes	yes	yes	yes
Part-time provision of office facilities and services	yes		yes	yes		yes	yes
Advice on improvement of a business plan after the Erasmus exchange ends	yes	yes	yes	yes	yes		yes
Mentoring in business plan implementation	yes	yes	yes	yes	yes		yes
Consulting/training in capacity building/business management	yes	yes	yes	yes	yes		yes

Specialized training for employees of the start-up	yes	yes	yes	yes			yes
Consulting in access to finance - national/international grants, funds, micro credits, loans etc.	yes	yes	yes	yes	yes	yes	yes
Assistance on cross-border cooperation	yes	yes	yes	yes	yes	yes	yes
Innovations and research support	yes	yes	yes	yes	yes		yes
Enterprise Europe Network business cooperation services	yes		yes	yes			
Partner's organization membership services	yes		yes	yes			yes
Consulting in legal matters	yes		yes	yes			yes
Consulting in standardisation and certification matters (ISO)	yes		yes				
Subscription to information bulletins	yes	yes	yes	yes	yes	yes	yes
Signposting to industrial sectors organizations	yes	yes	yes	yes		yes	yes

2.2. Management structure and procedures

2.2.1. Organisational structure

➤ Alignment of the profiles of the proposed participants with the objectives of the Action

AROUND-ME consortium is composed of 7 partners, legal (public and private) entities, which core activity is in the field of business support and economic development, providing various ranges of services to SMEs and start-ups.

- ⇒ 2 EYE Program experienced partners - in Bulgaria and in Lithuania
- ⇒ One partner from a country with no Intermediary Organization - in Iceland
- ⇒ 3 Chambers of Commerce and Industry - in Bulgaria, Greece, and Spain
- ⇒ 3 Enterprise Europe Network hosting organizations - in Bulgaria, Slovakia, and Spain
- ⇒ One professional management counselling and training centre in Lithuania
- ⇒ One Business support organization - in Slovakia
- ⇒ One Innovations and research support organization
- ⇒ A French network of cities working for economic development of the Atlantic Area (France, Spain, Portugal, Ireland and the UK)

Many of the partners know each other from previous and current implemented projects. Two of the partners have collaborated within cycle V of the EYE program, three are currently cooperating in Enterprise Europe Network activities, five of them have conducted joint business cooperation events.

➤ Organisational structure and the decision-making process within the consortium

CCI-BG is the Project Coordinator. The partners appointed Work Package Leaders:

- » **WP3 Leader:** Partner 1 CCI-BG - experienced in EYE Programme
- » **WP4 Leader:** Partner 2 SARETAS - experienced in EYE Programme

The decision making body of the Consortium is the Steering Committee (SC) composed of the Project Managers of each partner and chaired by the Project Coordinator.

The relations between the partners shall be regulated by a Consortium Agreement to be signed at the very beginning of the project setting the responsibilities and obligations of the partners with regard of the project activities to be implemented, financial matters, time-frames, and management procedures.

The EYE Quality Manual shall be annexed to the Consortium Agreement as its integral part in order to be binding for all partners to insure proper implementation and quality of the activities performed.

The partners shall have a Kick-off meeting at the start of the project, followed by four partners meeting within the Networking meetings organized by EASME for IOs, and 6 on-line meetings - to review the project progress, plan and decide on further activities, to identify gaps and underperformance, as well as good practices. All possible problems shall be discussed and solved by the SC timely, with respect to each other with the main goal to complete successfully the project.

The partners consider the organisational structure and the decision-making mechanisms are appropriate to the complexity and scale of the project. It is proven to be successful in implementing many partners' projects.

➔ **Level of involvement and activity of other participants in the project. Role of each participant**

All partners are equal dedicated to the implementation of all project activities and tasks within WP1, 2, 3, and 4 at partner level, while the Lead partner CCI-BG is dedicated to WP1 and WP3 also at consortium level. Partner 2 SARETAS is WP4 Leader.

All partners allocate a **Project manager** (PM) who shall be responsible for the overall performance and quality management, monitoring of the project progress, participating in the SC, and in the decision making process. The PM shall take part in the promotional activities as well.

All partners assign **2 experts** (except of partner 6 ICR who assigns 1 expert) to be responsible for the implementation of the WP2, 3, and 4.

Particular involvement of each partner in the activities and task is presented in each WP description in section *Participants Involved in the Work Package*.

All partner shall involve in the implementation of WP2 *Promotion of the programme and recruitment of entrepreneurs* their partnering organizations - business associations, chambers, sector groups, business incubators, consulting agencies in business development, all those which target groups are SMEs and start-ups to promote the project toward their clients/members and play the role of promotional multipliers of the partners recruitment efforts.

➔ **Build on a previous project or previous activities**

AROUND-ME project builds-on the **EYE** projects implemented by the Project Coordinator CCI-BG (cycle 5) and Partner 2 SARETAS (cycle 5); on **Enterprise Europe Network** run by the Project Coordinator CCI-BG, Partner 3 CCI-SP, and Partner 4 SBA; and on many other partners' projects related to support start-ups, providing business consultations and training in developing managerial skills. The implementation of the project shall enlarge the portfolio of the services provided the host organizations and increase their capacity to foster the local economy.

2.2.2. Operational/Technical Capacity: staff involved in the project

Partner No and Acronym	Position of staff member in the organisation	Summary of relevant skills and experience	List of tasks and role in the project	Allocation to the project (% of FTE)
1 Coordinator CCI-BG	Secretary general	<ul style="list-style-type: none"> ▪ Projects management, SyGmA Grant management system on 	<ul style="list-style-type: none"> ▪ Overall project management at partner level, monitoring the project progress, 	0,44

1 FTE=1680 h		<p>the Participants portal</p> <ul style="list-style-type: none"> ▪ Experienced in EYE projects and skilled in IT Management Tool working ▪ Knowledge of the EYE Quality Manual for IOs ▪ Experienced in initiating, performing, and managing PR activities and interacting with media ▪ Experienced in interacting with stakeholders - SMEs, start-ups, to-be-entrepreneurs people ▪ Experienced in consulting SMEs and start-ups 	<p>reporting</p> <ul style="list-style-type: none"> ▪ Participates in all meetings ▪ Promotional activities ▪ Recruits NEs and HEs, provides individual consultations ▪ Assesses applications of NEs and HEs ▪ Builds relationships - working in the IT Management Tool for proactive search on matches, changes NEs'/HEs' status ▪ Manages relationships - manages contracts and financial contribution, conducts Pre-departure induction course for NEs, prepares 'Welcome Packs' for NEs coming to partner's HE ▪ Provides on-site support and monitoring of relationships, monitors relationship progress, evaluates achievements and satisfaction 	
1 Coordinator CCI-BG	Director	<ul style="list-style-type: none"> ▪ Experienced in initiating, performing, and managing PR activities and interacting with media ▪ Experienced in interacting with stakeholders - SMEs, start-ups, to-be-entrepreneurs people ▪ Experienced in consulting SMEs and start-ups 	<ul style="list-style-type: none"> ▪ Participates in all meetings ▪ Promotional activities ▪ Recruits NEs and HEs, provides individual consultations ▪ Assesses applications of NEs and HEs ▪ Builds relationships - proactive search on HEs matches ▪ Provides on-site support and monitoring of relationships, monitors relationship progress, evaluates achievements and satisfaction 	0,19
1 Coordinator CCI-BG	Project senior expert	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ The same as above 	0,15
Partner 2 SARETAS 1FTE=1744	Director	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ Overall project management at partner level, monitoring the project progress, reporting ▪ Participates in Kick-off meeting, Networking meetings, Partners meetings, Mid-term review meetings ▪ Engaged in promotional activities - media promotion, spreads information, interacts with affiliated organizations, organizes webinars, contributes to EYE social media, performs direct contacts with potential NEs and HEs ▪ Recruits NEs and HEs, provides individual consultations ▪ Assesses applications of NEs and HEs ▪ Builds relationships - works in the IT Management Tool for proactive finding matches, proposes matches, changes NEs'/HEs' status ▪ Manages relationships - manages contracts and financial contribution, conducts Pre-departure induction course for NEs, prepares 'Welcome Packs' for NEs coming to partner's HE 	0,25

			<ul style="list-style-type: none"> ▪ Provides on-site support and monitoring of relationships, monitors relationship progress, evaluates achievements and satisfaction 	
Partner 2 SARETAS	Project Manager	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ The same as above 	0,17
Partner 2 SARETAS	Senior Expert	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ The same as above without overall project management and participation in kick-off meetings 	0,15
Partner 3 CCI- SP 1FTE=1768	Head of Services and Consultancy	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ Overall project management at partner level, monitoring the project progress, reporting ▪ Engaged in promotional activities - media promotion, spreads information, interacts with affiliated organizations, organizes webinars, contributes to EYE social media, performs direct contacts with potential NEs and HEs ▪ Recruits NEs and HEs, provides individual consultations ▪ Manages relationships - manages contracts and financial contribution, conducts Pre-departure induction course for NEs, prepares 'Welcome Packs' for NEs coming to partner's HE ▪ Provides on-site support and monitoring of relationships, monitors relationship progress, evaluates achievements and satisfaction 	0,28
Partner 3 CCI-SP	Technician in Services and Consultancy	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ Participates in Kick-off meeting, Newcomers training, Networking meetings, Partners meetings, Mid-term review meetings ▪ Engaged in promotional activities - media promotion, spreads information, interacts with affiliated organizations, organizes webinars, contributes to EYE social media, performs direct contacts with potential NEs and HEs ▪ Recruits NEs and HEs, provides individual consultations ▪ Assesses applications of NEs and HEs ▪ Builds relationships - works in the IT Management Tool for proactive finding matches, proposes matches, changes NEs'/HEs' status ▪ Manages relationships - manages contracts and financial contribution, conducts Pre-departure induction course for NEs, prepares 'Welcome Packs' for NEs coming to partner's HE ▪ Provides on-site support and monitoring of relationships, monitors relationship progress, evaluates achievements and satisfaction 	0,22
Partner 3 CCI-SP	Technician in International Promotion and Training	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ The same as above 	0,21

Partner 4 SBA 1FTE=1752	Manager of international activities	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ Overall project management at partner level, monitoring the project progress, reporting ▪ Participates in Kick-off meeting, Newcomers training, Networking meetings, Partners meetings, Mid-term review meetings ▪ Recruits NEs and HEs, provides individual consultations ▪ Builds relationships - works in the IT Management Tool for proactive finding matches, proposes matches, changes NEs'/HEs' status ▪ Manages relationships - manages contracts and financial contribution, conducts Pre-departure induction course for NEs, prepares 'Welcome Packs' for NEs coming to partner's HE ▪ Provides on-site support and monitoring of relationships, monitors relationship progress, evaluates achievements and satisfaction 	0,24
Partner 4 SBA	Director of International Activities	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ Participates in Kick-off meeting, ▪ Engaged in promotional activities - media promotion, spreads information, interacts with affiliated organizations, organizes webinars, contributes to EYE social media, performs direct contacts with potential NEs and HEs ▪ Recruits NEs and HEs, provides individual consultations ▪ Assesses applications of NEs and HEs ▪ Provides on-site support and monitoring of relationships, monitors relationship progress, evaluates achievements and satisfaction 	0,19
Partner 4 SBA	Head of Managers of International Activities	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ Participates in Kick-off meeting, ▪ Engaged in promotional activities - media promotion, spreads information, interacts with affiliated organizations, organizes webinars, contributes to EYE social media, performs direct contacts with potential NEs and HEs ▪ Recruits NEs and HEs, provides individual consultations ▪ Assesses applications of NEs and HEs ▪ Builds relationships - works in the IT Management Tool for proactive finding matches, proposes matches, changes NEs'/HEs' status ▪ Manages relationships - manages contracts and financial contribution, conducts Pre-departure induction course for NEs, prepares 'Welcome Packs' for NEs coming to partner's HE ▪ Provides on-site support and monitoring of relationships, monitors relationship progress, evaluates achievements and satisfaction 	0,17

Partner 6 CAAC 1FTE=1568	Secretary General	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ The same as above 	0,37
Partner 5 CAAC	Assistant in European Affairs and Projects	<ul style="list-style-type: none"> ▪ The same as above without experience in consulting SMEs and start-ups 	<ul style="list-style-type: none"> ▪ Overall project management at partner level, monitoring the project progress, reporting ▪ Participates in Kick-off meeting ▪ Engaged in promotional activities - media promotion, spreads information, interacts with affiliated organizations, organizes webinars, contributes to EYE social media, performs direct contacts with potential NEs and HES ▪ Assesses applications of NEs and HES ▪ Manages relationships - conducts Pre-departure induction course for NEs, prepares 'Welcome Packs' for NEs coming to partner's HE ▪ Provides on-site support and monitoring of relationships, monitors relationship progress 	0,24
Partner 5 CAAC	Administrative Assistant	<ul style="list-style-type: none"> ▪ Experienced in initiating, performing, and managing PR activities and interacting with media ▪ Experienced in interacting with stakeholders - SMEs, start-ups, to-be-entrepreneurs people 	<ul style="list-style-type: none"> ▪ Overall project management at partner level, monitoring the project progress, reporting ▪ Engaged in promotional activities - media promotion, spreads information, interacts with affiliated organizations, organizes webinars, contributes to EYE social media, performs direct contacts with potential NEs and HES ▪ Manages relationships - manages contracts and financial contribution, conducts Pre-departure induction course for NEs, prepares 'Welcome Packs' for NEs coming to partner's HE 	0,20
Partner 6 ICR 1FTE=1688	Head of division	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ Overall project management at partner level, monitoring the project progress, reporting ▪ Participates in Kick-off meeting, Networking meetings, Partners meetings, Mid-term review meetings ▪ Manages relationships - manages contracts and financial contribution, conducts Pre-departure induction course for NEs, prepares 'Welcome Packs' for NEs coming to partner's HE ▪ Provides on-site support and monitoring of relationships, monitors relationship progress, evaluates achievements and satisfaction 	0,19
Partner 6 ICR	Senior Expert	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ The same as above without overall project management 	0,37
Partner 7 CCI-GR 1FTE=1712	Manager	<ul style="list-style-type: none"> ▪ Projects management, incl. reporting, experienced in SyGmA Grant management system on the Participants portal ▪ Experienced in EYE projects and skilled in IT Management 	<ul style="list-style-type: none"> ▪ Overall project management at partner level, monitoring the project progress, reporting ▪ Participates in Kick-off meeting, Newcomers training, Networking meetings, Partners meetings, Mid- 	0,28

		<p>Tool working</p> <ul style="list-style-type: none"> ▪ Experienced in initiating, performing, and managing PR activities and interacting with media ▪ Experienced in interacting with stakeholders - SMEs, start-ups, to-be-entrepreneurs people ▪ Experienced in consulting SMEs and start-ups 	<p>term review meetings</p> <ul style="list-style-type: none"> ▪ Engaged in promotional activities - media promotion, spreads information, interacts with affiliated organizations, organizes webinars, contributes to EYE social media, performs direct contacts with potential NEs and HEs ▪ Recruits NEs and HEs, provides individual consultations ▪ Assesses applications of NEs and HEs ▪ Builds relationships - works in the IT Management Tool for proactive finding matches, proposes matches, changes NEs'/HEs' status ▪ Manages relationships - manages contracts and financial contribution, conducts Pre-departure induction course for NEs, prepares 'Welcome Packs' for NEs coming to partner's HE ▪ Provides on-site support and monitoring of relationships, monitors relationship progress, evaluates achievements and satisfaction 	
Partner 7 CCI-GR	Project manager expert	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ The same as above without overall management 	0,20
Partner 7 CCI-GR	Consultant in SMEs development	<ul style="list-style-type: none"> ▪ The same as above 	<ul style="list-style-type: none"> ▪ The same as above 	0,14

2.2.3 Effectiveness ratio			
Work Packages/Efforts	Total efforts (person-days) (1)	Total no of relationships (2)	Ratio = (1) / (2)
All WPs	987	118	8,36
WP3+WP4	434	118	3,68

2.3 Work Plan

2.3.1. Work Package 1. Management of the programme, networking and reporting

2.3.1.1. Performance Indicators

Title	Brief Description	Target (quantity)
M1	Consortium Agreement	1
M2	Consortium meetings - kick-of meeting	1
D1	1 st Networking meeting	1
D2	2 nd Networking meeting	1
D3	3 rd Networking meeting	1
D4	4 th Networking meeting	1
D5	1 st Six-monthly technical management report including report on promotion activities	8
D6	2 nd Six-monthly technical management report including report on promotion activities	8
D7	3 rd Six-monthly technical management reports including report on promotion activities	8

2.3.2. Work Package 2. Promotion of the programme and recruitment of entrepreneurs

2.3.2.1. Performance Indicators

Title	Brief Description	Target (quantity)
M3	Promotional and Recruitment Guide and Plan (PRG and PRP)	1
M4	EYE participation information sheets	7
D8	Assessed NEs/HEs applications	174

2.3.2.2. Subcontracting

N/A

2.3.3. Work Package 3. Relationships building

2.3.3.1. Performance Indicators

Title	Brief Description	Target (quantity)
D9	Established relationships	118

2.3.4. Work Package 4. Relationships management

2.3.4.1. Performance Indicators

Title	Brief Description	Target (quantity)
D10	Success stories as of month 15	14
D11	Success stories as of month 24	14

ESTIMATED BUDGET FOR THE ACTION

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. Costs of financial support to third parties	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 not receiving EU 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]	D.1 Travel D.2 Equipment D.3 Other goods and services										
Form of costs ⁶	Actual	Unit ⁷		Actual	Unit ⁸	Actual	Flat-rate ⁹								
	a1	No hours	Total a2	b	c	d	e = 0,07 * (a1 + a2+ b + d)	f = a1 + a2 + b + c + d + e	g	h = 100%*c AND 75%*(a1 +a2 +b+d+e).	i	l	k	l= j +k	m
1. CCI-BG	27,046.00	0.00	0.00	0.00	30,720.00	9,300.00	2,544.22	69,610.22	75.00 and 100%	59,887.67	59,887.67	0.00	0.00	0.00	n/a
2. SARETAS	20,340.00	0.00	0.00	0.00	35,620.00	8,780.00	2,038.40	66,778.40	75.00 and 100%	58,988.80	58,988.80	0.00	0.00	0.00	n/a
3. CCI-SP	35,436.00	0.00	0.00	0.00	25,970.00	7,020.00	2,971.92	71,397.92	75.00 and 100%	60,040.94	60,040.94	0.00	0.00	0.00	n/a
4. SBA	21,942.00	0.00	0.00	0.00	30,040.00	7,520.00	2,062.34	61,564.34	75.00 and 100%	53,683.26	53,683.26	0.00	0.00	0.00	n/a
5. CAAC	24,865.00	0.00	0.00	0.00	24,890.00	7,040.00	2,233.35	59,028.35	75.00 and 100%	50,493.76	50,493.76	0.00	0.00	0.00	n/a
6. ICR	53,350.00	0.00	0.00	0.00	31,180.00	7,000.00	4,224.50	95,754.50	75.00 and 100%	79,610.88	79,610.88	0.00	0.00	0.00	n/a
7. CCI-GR	19,968.00	0.00	0.00	0.00	28,570.00	7,520.00	1,924.16	57,982.16	75.00 and 100%	50,629.12	50,629.12	0.00	0.00	0.00	n/a
Total consortium	202,947.00			0.00	206,990.00	54,180.00	17,998.89	482,115.89	n/a	413,334.43	413,334.43	0.00	0.00	0.00	0.00

(1) See Article 6 for the eligibility conditions

(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 rates. There are two different reimbursement rates (one for financial support and another one for all other budget categories).

(4) This is the theoretical amount of the EU contribution, if the reimbursement rate is applied to all 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 forms of costs

(7) See Annex 2a 'Additional information on the estimated budget' for the details (costs per hour (hourly rate)).

(8) See Annex 2a 'Additional information on the estimated budget' for the details (units, costs per unit, estimated number of units, etc). Beneficiaries/affiliated entities/linked third parties may NOT declare more than 6 months per new entrepreneur and EUR 6,600 per new entrepreneur.

(9) See Article 6.2.E for the flat rate

(10) See Article 8a for beneficiaries not receiving funding.

(11) Only for affiliated entities/linked third parties receiving funding.

ANNEX 2a

ADDITIONAL INFORMATION ON THE ESTIMATED BUDGET

COSME

Erasmus for Young Entrepreneurs

Amount(s) per unit(s):

- Unit cost for SME owners/natural beneficiaries without salary

- Costs of providing financial support to third parties (new entrepreneurs)

**1. Unit cost for SME owners/natural beneficiaries without salary
(Costs for SME owners or beneficiaries that are natural persons not receiving a salary)**

Units: hours worked on the action

Amount per unit ('hourly rate'): calculated according to the following formula:

{ EUR 4,650 / 143 hours }
multiplied by
{ country-specific correction coefficient of the country where the beneficiary is established }

Country-specific correction coefficient (in force at the time of the call):

EU Member States

country	coefficient	country	coefficient	country	coefficient	country	coefficient	country	coefficient
AT	104.8%	DK	135.3%	HR	97.5%	LV	75.9%	SE	111.7%
BE	100.0%	EE	78.3%	HU	76.2%	MT	89.6%	SI	86.1%
BG	71.5%	EL	92.7%	IE	113.5%	NL	104.3%	SK	82.6%
CY	91.8%	ES	97.6%	IT	106.7%	PL	76.4%	UK	120.3%
CZ	83.8%	FI	116.6%	LT	73.1%	PT	89.1%		
DE	98.8%	FR	111.0%	LU	100.0%	RO	68.3%		

COSME associated countries (= COSME participating countries)¹ and other countries

country	coefficient	country	coefficient	country	coefficient	country	coefficient	country	coefficient
AL	76.1%	FO	134.1%	LI	110.0%	MK	68.4%	TR	86.6%
BA	73.6%	IL	108.7%	MD	61.1%	NO	131.9%		
CH	113.1%	IS	116.6%	ME	66.9%	RS	67.1%		
AM	89.9%	CU	83.8%	JP	115.9%	NI	57.3%	TJ	64.9%
AO	114.6%	CV	76.4%	KE	78.1%	NP	73.5%	TL	78.3%
AR	58.5%	DJ	93.4%	KG	83.1%	NZ	94.1%	TN	70.5%
AU	105.0%	DO	66.9%	KH	70.5%	PA	57.0%	TO	85.0%
AZ	93.0%	DZ	81.7%	KR	105.2%	PE	75.5%	TT	74.1%
BB	116.6%	EC	68.8%	KZ	100.2%	PG	83.0%	TW	83.6%
BD	47.2%	EG	48.6%	LA	77.7%	PH	65.8%	TZ	65.2%

¹ The actual list of third countries participating in COSME can be found on DG GROW webpage:
<http://ec.europa.eu/DocsRoom/documents/21365/attachments/1/translations/en/renditions/native>.

BF	93.8%	ER	61.2%	LB	86.4%	PK	49.4%	UA	92.3%
BJ	92.6%	ET	85.2%	LK	61.6%	PS	100.4%	UG	65.7%
BM	151.5%	FJ	68.1%	LR	100.1%	PY	71.9%	US	99.4%
BO	51.3%	GA	113.1%	LS	56.7%	RU	115.5%	UY	75.3%
BR	92.0%	GE	89.5%	LY	60.0%	RW	87.3%	UZ	51.4%
BW	55.3%	GH	68.2%	MA	83.5%	SA	84.8%	VE	70.0%
BY	65.0%	GM	67.7%	MG	80.0%	SB	93.3%	VN	51.1%
BZ	75.3%	GN	60.4%	ML	90.4%	SD	65.1%	VU	112.6%
CA	86.4%	GT	78.8%	MR	64.5%	SG	102.5%	WS	75.8%
CD	127.6%	GW	102.7%	MU	72.7%	SL	85.2%	XK	58.6%
CF	114.3%	GY	58.9%	MW	76.0%	SN	86.2%	YE	68.1%
CG	124.9%	HK	93.8%	MX	70.4%	SR	50.6%	ZA	55.8%
CI	102.0%	HN	69.0%	MY	71.6%	SV	74.3%	ZM	66.4%
CL	67.1%	HT	108.7%	MZ	71.6%	SY	74.8%	ZW	47.2%
CM	103.3%	ID	75.3%	NA	68.3%	SZ	56.8%		
CN	85.0%	IN	52.8%	NC	128.9%	TD	125.3%		
CO	76.6%	JM	94.9%	NE	87.9%	TG	88.7%		
CR	76.7%	JO	75.5%	NG	92.4%	TH	65.0%		

[additional OPTION for beneficiaries that have opted to use the unit cost (in the proposal/with an amendment): For the following beneficiaries/linked third parties, the amounts per unit (hourly rate) are fixed as follows:

- beneficiary [short name]: EUR [insert amount]
- beneficiary [short name]: EUR [insert amount]

2. Costs of providing financial support to third parties (new entrepreneurs)
 (see Annex 1 of the "Quality Manual"² in force at the time of the call for proposals).

Units: months spent by the new entrepreneurs in the host countries (‘person-months’)

Amount(s) per unit: see (for each beneficiary/affiliated entity) the ‘unit cost table’ below

Table 1 – Amounts of monthly allowances:

Monthly financial assistance paid by Intermediary Organisations to third parties (New Entrepreneurs)	
Country of stay/Host country	Amount per month / €
Albania	530
Armenia	610
Austria	900
Belgium	830
Bosnia-Herzegovina	560
Bulgaria	560
Croatia	720
Cyprus	780
Czech Republic	610

² Erasmus for Young Entrepreneurs Implementation Manual for Intermediary Organisations (version 9, 6, February 2017), published together with the call for proposals COS-EYE-2017-4-01.

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244(1999) and the ICJ Opinion on the Kosovo declaration of independence.

Denmark	1100
Germany	830
Estonia	670
Finland	950
Former Yugoslav Republic of Macedonia	560
France	900
Greece	780
Hungary	670
Iceland	900
Ireland	1000
Italy	900
Kosovo* ³	560
Latvia	610
Lithuania	560
Luxembourg	830
Malta	720
Moldova	530
Montenegro	560
Netherlands	830
Poland	610
Portugal	780
Romania	560
Serbia	560
Slovakia	610
Slovenia	720
Spain	830
Sweden	950
Turkey	750
Ukraine	530
United Kingdom	1000
Entrepreneurs from/to: Outermost Regions of the EU (referred to in Article 349 TFEU) ⁴ and Overseas Countries and Territories (referred to in Article 198	1100
Entrepreneurs with disabilities (regardless of the country of stay)	1100

Within the limits of: - maximum 6 months per new entrepreneur and
- maximum EUR 6,600 per new entrepreneur.

Estimated number of units: see (for each beneficiary/affiliated entity) the ‘unit cost table’ attached

³ The Framework Agreement allowing Kosovo to participate in EU Programmes entered into force on 1st August 2017. Once the Kosovo has ratified the international agreement to participate in COSME, Kosovo will become a participating country in the programme and entrepreneurs from Kosovo will be eligible to participate in COSME actions as well as those from other COSME countries will be able to cooperate with host entrepreneurs in Kosovo. The EASME should be consulted before engaging in an EYE relationship involving Kosovo. For updated information on the COSME countries, please visit https://ec.europa.eu/growth/smes/cosme_en - Point “Third countries’ participation in COSME”.

⁴ http://ec.europa.eu/regional_policy/en/policy/themes/outermost-regions/

⁵ http://ec.europa.eu/europeaid/regions/octs_en

Unit cost table 2 (Erasmus for Young entrepreneurs' unit cost)⁶ for the consortium:

Partners	Country of stay / Host country **	Monthly financial support (amount(s) per unit*) Estimated AVERAGE a	Estimated person-months (estimated number of units) b	Total in € c = a * b
CCI-BG (Coordinator)	COSME	853,33	36	30 720
SARETAS	COSME	868,78	41	35 620
CCI-SP	COSME	895,52	29	25 970
SBA	COSME	883,53	34	30 040
CAAC	COSME	888,93	28	24 890
ICR	COSME	917,06	34	31 180
CCI-GR	COSME	892,81	32	28 570
Total for consortium		886	234	206 990

** Please encode in accordance with the proposal: name of each beneficiary (e.g. Partner 2 = NAME), for all partners "COSME country" and in the next column (a) put the average rate of financial support as specified in the budget of each partner presented in the proposal.

⁶ Data will be taken from the 'detailed budget template' (Technical Annex 2 of the submitted proposal).

ACCESSION FORM FOR BENEFICIARIES

SARETAS (SARETAS), established in Dambavos km., PRIENU RAJONAS 53000, Lithuania, ('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 785185 ('the Grant Agreement')

between CHAMBER OF COMMERCE AND INDUSTRY OF STARA ZAGORA BULGARIA* **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 AcceleRating market grOwth throUgh eNtrepreneurial cross-borDer Mobility, nEtworking and support (AROUND-ME).

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

ACCESSION FORM FOR BENEFICIARIES

CAMBRA OFICIAL DE COMERC INDUSTRIAI SERVEIS DE SABADELL (CCI-SP), established in AV FRANCESC MACIA 35, SABADELL 08206, Spain, VAT number: ESQ0873003H, ('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 785185 ('the Grant Agreement')

between CHAMBER OF COMMERCE AND INDUSTRY OF STARA ZAGORA BULGARIA* **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 AcceleRating market grOwth throUgh eNtrepreneurial cross-borDer Mobility, nEtworking and support (AROUND-ME).

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

ACCESSION FORM FOR BENEFICIARIES

SLOVAK BUSINESS AGENCY (SBA), established in MILETICOVA 23, BRATISLAVA 821 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 ('4')

in Grant Agreement No 785185 ('the Grant Agreement')

between CHAMBER OF COMMERCE AND INDUSTRY OF STARA ZAGORA BULGARIA* **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 AcceleRating market grOwth throUgh eNtrepreneurial cross-borDer Mobility, nEtworking and support (AROUND-ME).

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

ACCESSION FORM FOR BENEFICIARIES

CONFERENCE DES VILLES DE L'ARC ATLANTIQUE ASSOCIATION (CAAC), established in RUE DES DAMES 10, RENNES 35000, France, ('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 785185 ('the Grant Agreement')

between CHAMBER OF COMMERCE AND INDUSTRY OF STARA ZAGORA BULGARIA* **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 AcceleRating market grOwth throUgh eNtrepreneurial cross-borDer Mobility, nEtworking and support (AROUND-ME).

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

ACCESSION FORM FOR BENEFICIARIES

RANNSOKNAMIDSTOD ISLANDS (ICR), established in BORGARTUNI 30, REYKJAVIK 105, Iceland, ('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 785185 ('the Grant Agreement')

between CHAMBER OF COMMERCE AND INDUSTRY OF STARA ZAGORA BULGARIA* **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 AcceleRating market grOwth throUgh eNtrepreneurial cross-borDer Mobility, nEtworking and support (AROUND-ME).

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

ACCESSION FORM FOR BENEFICIARIES

EPIMELITIRIO EVROU (CCI-GR), established in LEOFOROROS DIMOKRATIAS 307, ALEXANDROUPOLI 681 00, Greece, VAT number: EL090002120, ('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 785185 ('the Grant Agreement')

between CHAMBER OF COMMERCE AND INDUSTRY OF STARA ZAGORA BULGARIA* **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 AcceleRating market grOwth throUgh eNtrepreneurial cross-borDer Mobility, nEtworking and support (AROUND-ME).

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

① print format A4 landscape

MODEL ANNEX 4 EASME MGA — MULTI (OPTION for COSME Erasmus Young Entrepreneurs)

FINANCIAL STATEMENT FOR [BENEFICIARY [name] / AFFILIATED ENTITY [name]/ LINKED THIRD PARTY] [name]] FOR REPORTING PERIOD [number]

Eligible ¹ costs (per budget category)							Receipts			EU contribution				
A. Direct personnel costs			B. Direct costs of subcontracting	C. Costs of financial support to third parties	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 contribution ⁴	Requested EU contribution	
A.1 Employees (or equivalent)	A.3 SME owner without salary			C.1 Financial support	D.1 Travel									
A.2 Natural persons under direct contract and seconded	A.4 Beneficiaries that are natural persons without salary				D.2 Equipment									D.3 Other goods and services
Cost form ⁵	Actual	Unit		Actual	Unit	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 =100%*c AND 75%*(a1+a2+b+d+e)	l
[short name beneficiary/affiliated entity/linked third party]												75% and 100%		

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).

① 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 rates. There are two different reimbursement rates (one for financial support to third parties and another one for all other budget categories).

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.

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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