



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



SPECIFIC AGREEMENT

NUMBER — 831210 — CEIEC-2

This ‘**Specific 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 Specific Agreement by Julien GUERRIER, Director, or his/her duly authorised representative,

and

on the other part,

1. ‘the coordinator’:

COMUNIDAD AUTONOMA DE CANARIAS (CAC), established in Avda. José Manuel Guimerá 5, Sta Cruz de Tenerife 38071, Spain, VAT number: ESS3511001D, represented for the purposes of signing the Agreement by PLSIGN, Cristina HERNANDEZ CARNICER

and the following other partners, represented for the purposes of signing the Specific Agreement by the coordinator (see the mandate in Annex 3 FPA and Article 54 FPA):

2. **INSTITUTO TECNOLOGICO DE CANARIASSA (ITC)**, established in CALLE CEBRIAN 3, LAS PALMAS DE GRAN CANARIA 35003, Spain, VAT number: ESA35313170,

3. **CAMARA OFICIAL DE COMERCIO, INDUSTRIA, SERVICIOS Y NAVEGACION DE SANTACRUZ DE TENERIFE (CCSCTF)**, established in PLAZA DE LA CANDELARIA 6, SANTA CRUZ TENERIFE 38003, Spain, VAT number: ESQ3873003B,

4. **CAMARA OFICIAL DE COMERCIO INDUSTRIA Y NAVIGACION DE GRAN CANARIA (CCGC)**, established in LEON Y CASTILLO NUMERO 24 PLANTA 1, LAS PALMAS DE GRAN CANARIA 35002, Spain, VAT number: ESQ3573002G,

By entering into the Specific Agreement, the partners accept the grant and agree to implement the specific action, under their own responsibility and in accordance with the Framework Partnership Agreement and this Specific Agreement, with all the obligations and conditions they set out.

The Specific Agreement is composed of:

Terms and Conditions

- Annex 1 Description of the action
- Annex 2 Estimated budget for the action
- Annex 3 Model for the financial statements
- Annex 4 Model for the certificate on the financial statements (CFS)

TERMS AND CONDITIONS

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CHAPTER 1 GENERAL

ARTICLE 1 — SUBJECT OF THE AGREEMENT

This Agreement sets out the specific terms and conditions and rights and obligations applicable to the specific grant awarded to the partners for implementing a specific COSME Enterprise Europe Network (EEN) action under the Framework Partnership Agreement No 649370 - CEIEC-2 (**'Framework Partnership Agreement (FPA)'**).

CHAPTER 2 ACTION

ARTICLE 2 — ACTION TO BE IMPLEMENTED

The specific COSME EEN action to be implemented is entitled '**European Centre for Information and Business Innovation of the Canary Islands — CEIEC-2**' (**'action'**) and is described in Annex 1.

ARTICLE 3 — DURATION AND STARTING DATE OF THE ACTION

The duration of the specific action will be **12 months** as of 1 January 2019 (**'starting date of the action'**).

CHAPTER 3 SPECIFIC GRANT

ARTICLE 4 — GRANT AMOUNT, FORM OF GRANT, REIMBURSEMENT RATE AND FORMS OF COSTS

4.1 Maximum grant amount

The '**maximum grant amount**' for the specific grant is **EUR 241,385.00** (two hundred and forty one thousand three hundred and eighty five EURO).

4.2 Form of grant, reimbursement rate and forms of costs

The grant reimburses **60% of the action's eligible costs** (see Article 5) (**'reimbursement of eligible costs'**) (see Annex 2).

The estimated eligible costs of the action are **EUR 402,309.25** (four hundred and two thousand three hundred and nine EURO and twenty five eurocents).

Eligible costs (see Article 5) must be declared under the following forms (**'forms of costs'** or **'cost forms'**):

(a) for **direct personnel costs**:

- as actually incurred costs (**'actual costs'**) or
- on the basis of an amount per unit calculated by the partner in accordance with its usual cost accounting practices (**'unit costs'**).

- (b) for **direct costs of subcontracting**: as actually incurred costs (**actual costs**);
- (c) **direct costs of providing financial support to third parties**: not applicable;
- (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 5.2.E (**‘flat-rate costs’**);
- (f) specific cost category(ies): not applicable.

4.3 Final grant amount — Calculation

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

The reimbursement rate (see Article 4.2) is applied to the eligible costs (actual costs, unit costs and flat-rate costs; see Article 5) declared by the partners (see Article 16) and approved by the Agency (see Article 17).

4.3.2 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 4.1, it will be limited to the latter.

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

The specific 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 partner, specifically to be used for costs that are eligible under the specific 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 5);
- (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 Agency (as compared to the amount calculated following Steps 1 and 2).

4.3.4 Step 4 — Reduction due to substantial errors, irregularities or fraud or serious breach of obligations — Reduced grant amount — Calculation

If the grant is reduced (see Article 22), 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 22.2) from the maximum grant amount set out in Article 4.1.

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.

4.4 Revised final grant amount — Calculation

If — after the payment of the balance (in particular, after checks, reviews, audits or investigations; see Article 27 FPA) — the Agency rejects costs (see Article 21 FPA) or reduces the grant (see Article 22 FPA), it will calculate the ‘**revised final grant amount**’ for the specific action or for the partner 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 partner 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 22.2) from the maximum grant amount set out in Article 4.1 or from the maximum EU contribution indicated for the partner in the estimated budget (see Annex 2).

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

ARTICLE 5 — ELIGIBLE AND INELIGIBLE COSTS

5.1 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 partner;
- (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 16);
- (iii) they must be indicated in the estimated budget set out in Annex 2;
- (iv) they must be incurred in connection with the specific action as described in Annex 1 and necessary for its implementation;

- (v) they must be identifiable and verifiable, in particular recorded in the partner's accounts in accordance with the accounting standards applicable in the country where the partner is established and with the partner'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 2 or calculated by the partner in accordance with its usual cost accounting practices (see Article 5.2.A)}

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 specific action or produced by it, and
- the number of units must be identifiable and verifiable, in particular supported by records and documentation (see Article 23 FPA);

(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.

5.2 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. not applicable;
- D. other direct costs;
- E. indirect costs.
- F. not applicable;

'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 specific 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 partner under an employment contract (or equivalent appointing act) and assigned to the action (**‘costs for employees (or equivalent)’**). They must be limited to salaries (including during parental leave), 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).

Partners may also declare as personnel costs **additional remuneration** for personnel assigned to the specific action (including payments on the basis of supplementary contracts regardless of their nature), if:

- (a) it is part of the partner’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 partner, regardless of the source of funding used.

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

- (a) the person works under the partner’s instructions and, unless otherwise agreed with the partner, on the partner’s premises;
- (b) the result of the work carried out belongs to the partner, and
- (c) the costs are not significantly different from those for personnel performing similar tasks under an employment contract with the partner.

A.3 Not applicable

A.4 **Costs of owners of partners** that are small and medium-sized enterprises (**‘SME owners’**)

Not applicable

A.5 Costs of **‘partners that are natural persons’** not receiving a salary

Not applicable

A.6 Personnel costs for providing trans-national or virtual access to research infrastructure

Not applicable

Calculation

Personnel costs must be calculated by the partners as follows:

{hourly rate
 multiplied by
 the number of actual hours worked on the specific action
 plus
 additional remuneration to personnel assigned to the action under the conditions set out above (Point A.1)}.

The number of actual hours declared for a person must be identifiable and verifiable (see Article 23 FPA).

The total number of hours declared in EU or Euratom 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 specific grant are:

{the number of annual productive hours for the year (see below)
 minus
 total number of hours declared by the partner, for that person for that year, for other EU or Euratom grants}.

The ‘**hourly rate**’ is the amount calculated as follows:

- (a) for personnel costs declared as **actual costs**: the hourly rate is the amount calculated per full financial year as follows:

{actual annual personnel costs (excluding additional remuneration) for the person
 divided by
 number of annual productive hours}.

using the personnel costs and the number of productive hours 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 partners must use the hourly rate of the last closed financial year available.

For the ‘number of annual productive hours’, the partners may choose one of the following:

- (i) ‘fixed number of hours’: 1 720 hours for persons working full time (or corresponding pro-rata for persons not working full time);
- (ii) ‘individual annual productive hours’: the total number of hours worked by the person in the year for the partner, calculated as follows:

{annual workable hours of the person (according to the employment contract, applicable collective labour agreement or national law)
 plus
 overtime worked
 minus
 absences (such as sick leave and special leave)}.

‘Annual workable hours’ means the period during which the personnel must be working,

at the employer's disposal and carrying out his/her activity or duties under the employment contract, applicable collective labour agreement or national working time legislation.

If the contract (or applicable collective labour agreement or national working time legislation) does not allow to determine the annual workable hours, this option cannot be used;

- (iii) 'standard annual productive hours': the 'standard number of annual hours' generally applied by the partner for its personnel in accordance with its usual cost accounting practices. This number must be at least 90% of the 'standard annual workable hours'.

If there is no applicable reference for the standard annual workable hours, this option cannot be used.

For all options, the actual time spent on **parental leave** by a person assigned to the action may be deducted from the number of annual productive hours;

As an alternative, partners may calculate the hourly rate per month, as follows:

$$\frac{\{\text{actual monthly personnel cost (excluding additional remuneration) for the person}\}}{\text{divided by}} \frac{\{\text{number of annual productive hours} / 12\}}$$

using the personnel costs for each month and (one twelfth of) the annual productive hours calculated according to either option (i) or (iii) above, i.e.:

- fixed number of hours or
- standard annual productive hours.

Time spent on parental leave may not be deducted when calculating the hourly rate per month. However, partners may declare personnel costs incurred in periods of parental leave in proportion to the time the person worked on the action in that financial year.

If parts of a basic remuneration are generated over a period longer than a month, the partners may include only the share which is generated in the month (irrespective of the amount actually paid for that month).

Each partner must use only one option (per full financial year or per month) during each full financial year.

- (b) for personnel costs declared on the basis of **unit costs**: the hourly rate for personnel costs declared on the basis of the partner's usual cost accounting practices is the hourly rate calculated by the partner in accordance with its usual cost accounting practices, provided that:

- the cost accounting practices used are applied in a consistent manner, based on objective criteria, regardless of the source of funding;
- the hourly rate is calculated using the actual personnel costs recorded in the partner's accounts, excluding any ineligible cost or costs included in other budget categories.

The actual personnel costs may be adjusted by the partner on the basis of budgeted or

estimated elements. Those elements must be relevant for calculating the personnel costs, reasonable and correspond to objective and verifiable information;

and

- the hourly rate is calculated using the number of annual productive hours (see above).

B. Direct costs of subcontracting (including related duties, taxes and charges, such as non-deductible value added tax (VAT) paid by the partner that is not a public body acting as public authority) are eligible if the conditions in Article 11.1.1 are met.

C. Direct costs of providing financial support to third parties

Not applicable

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 the partner) are eligible if they are in line with the partner's usual practices on travel.

D.2 The **depreciation costs of equipment, infrastructure or other assets** (new or second-hand) as recorded in the partner's accounts are eligible, if they were purchased in accordance with Article 8.1.1 and written off in accordance with international accounting standards and the partner'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 the partner) 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 the partner) are eligible, if they are:

- (a) purchased specifically for the specific action and in accordance with Article 8.1.1
- (b) not applicable.

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

D.4 Capitalised and operating costs of 'large research infrastructure'

Not applicable

E. Indirect costs

Indirect costs are eligible if they are declared on the basis of the flat-rate of 25% of the eligible direct costs (see Article 4.2 and Points A to D above), from which are excluded:

- (a) costs of subcontracting.
- (b) not applicable;
- (c) not applicable;
- (d) not applicable;

Partners receiving an operating grant¹ financed by the EU or Euratom budget cannot declare indirect costs for the period covered by the operating grant.

F. Specific cost category(ies)

Not applicable

5.3 Conditions for costs of linked third parties to be eligible

Not applicable

5.4 Conditions for in-kind contributions provided by third parties free of charge to be eligible

Not applicable

5.5 Ineligible costs

‘Ineligible costs’ are:

- (a) costs that do not comply with the conditions set out above (Article 5.1 to 5.3), 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 partner’s bank for transfers from the Agency;
 - (viii) excessive or reckless expenditure;

¹ For the definition, see Article 121(1)(b) of Regulation (EU, Euratom) No 955/2012 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 1505/2002 (OJ L 218, 25.10.2012, p.1) (**‘Financial Regulation No 955/2012’**): **‘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.

- (ix) deductible VAT;
 - (x) costs incurred during suspension of the implementation of the action (see Article 47 FPA);
- (b) costs declared under another EU or Euratom grant (including grants awarded by a Member State and financed by the EU or Euratom budget and grants awarded by bodies other than the Agency for the purpose of implementing the EU or Euratom budget); in particular, indirect costs if the partner is already receiving an operating grant financed by the EU or Euratom budget in the same period.
- (c) costs for staff of a national (or 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.

5.6 Consequences of declaration of ineligible costs

Declared costs that are ineligible will be rejected (see Article 21).

This may also lead to any of the other measures described in Section 5 of Chapter 3 of the Framework Partnership Agreement.

CHAPTER 4 RIGHTS AND OBLIGATIONS OF THE PARTIES

SECTION 1 RIGHTS AND OBLIGATIONS RELATED TO IMPLEMENTING THE SPECIFIC ACTION

ARTICLE 6 — RESOURCES TO IMPLEMENT THE ACTION — THIRD PARTIES INVOLVED IN THE ACTION

The partners must have the appropriate resources to implement the specific action.

If it is necessary to implement the specific action, the partners may:

- purchase goods, works and services (see Article 8);
- call upon subcontractors to implement action tasks described in Annex 1 (see Article 11);
- call upon linked third parties to implement action tasks described in Annex 1 (see Article 12).

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

ARTICLE 7 — IMPLEMENTATION OF ACTION TASKS BY PARTNERS NOT RECEIVING EU FUNDING

Not applicable

ARTICLE 8 — PURCHASE OF GOODS, WORKS AND SERVICES

8.1 Rules for purchasing goods, works or services

8.1.1 If necessary to implement the specific action, the partners may purchase goods, works or services.

The partners 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 33 FPA).

The partners 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 27 and 28 FPA also towards their contractors.

8.1.2 Partners that are a ‘contracting authority’ within the meaning of Directive 2004/18/EC² (or 2014/24/EU³) or ‘contracting entity’ within the meaning of Directive 2004/17/EC⁴ (or 2014/25/EU⁵) must comply with the applicable national law on public procurement.

8.2 Consequences of non-compliance

If a partner breaches any of its obligations under Article 8.1.1, the costs related to the contract concerned will be ineligible (see Article 5) and will be rejected (see Article 21).

If a partner breaches any of its obligations under Article 8.1.2, the specific grant may be reduced (see Article 22).

Such breaches may also lead to any of the other measures described in Section 5 of Chapter 3 of the Framework Partnership Agreement.

ARTICLE 9 — USE OF IN-KIND CONTRIBUTIONS PROVIDED BY THIRD PARTIES AGAINST PAYMENT

Not applicable

ARTICLE 10 — USE OF IN-KIND CONTRIBUTIONS PROVIDED BY THIRD PARTIES FREE OF CHARGE

Not applicable

ARTICLE 11 — IMPLEMENTATION OF ACTION TASKS BY 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).

11.1 Rules for subcontracting action tasks

11.1.1 If necessary to implement a specific action, the partners may award subcontracts covering the implementation of certain action tasks described in Annex 1.

Subcontracting may cover only a limited part of the specific action.

The partners 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 33 FPA).

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 partner 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 53 FPA), if:

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

The partners 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 27 and 28 FPA also towards their subcontractors.

11.1.2 The partners must ensure that their obligations under Articles 33, 34, 36 and 44 FPA also apply to the subcontractors.

Partners 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.

11.2 Consequences of non-compliance

If a partner breaches any of its obligations under Article 11.1.1, the costs related to the subcontract concerned will be ineligible (see Article 5) and will be rejected (see Article 21).

If a partner breaches any of its obligations under Article 11.1.2, the specific grant may be reduced (see Article 22).

Such breaches may also lead to any of the other measures described in Section 5 of Chapter 3 of the Framework Partnership Agreement.

ARTICLE 12 — IMPLEMENTATION OF ACTION TASKS BY LINKED THIRD PARTIES

Not applicable

ARTICLE 13 — FINANCIAL CONTRIBUTION TO THIRD PARTIES

Not applicable

ARTICLE 13A — SUPPORT TO OR IMPLEMENTATION OF TRANS-NATIONAL PROJECTS

Not applicable

ARTICLE 14 — PROVISIONS OF TRANS-NATIONAL OR VIRTUAL ACCESS TO RESEARCH INFRASTRUCTURES

Not applicable

SECTION 2 — RIGHTS AND OBLIGATIONS RELATED TO THE GRANT ADMINISTRATION

ARTICLE 15 — SUBMISSION OF DELIVERABLES

15.1 Obligation to submit deliverables

The coordinator must submit:

- the following ‘**progress report(s)**’:

“No Progress Report required as SGA duration is 1 year.”

- any other ‘**deliverables**’ identified in Annex 1, in accordance with the timing and conditions set out in it.

15.2 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 Section 5 of Chapter 3 of the Framework Partnership Agreement.

ARTICLE 16 — REPORTING — PAYMENT REQUESTS

16.1 Obligation to submit reports

The coordinator must submit to the Agency (see Article 50 FPA) the final report set out in this Article. This report includes the requests for payment and must be drawn up using the forms and templates provided in the electronic exchange system (see Article 50 FPA).

16.2 Reporting periods

The specific action has one ‘**reporting periods**’:

- RP1: from month 1 to month 12

16.2a Request(s) for further pre-financing payment(s)

Not applicable

16.3 Periodic reports — Requests for interim payments

Not applicable

16.4 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 partners;
- (ii) an **overview of the implementation** of the specific 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) not applicable;

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

- (i) an ‘**individual financial statement**’ (see Annex 3) from each partner, for the reporting period.

The individual financial statement must detail the eligible costs (actual costs, unit costs, flat-rate costs; see Article 5) for each budget category (see Annex 2).

The partners [and linked third parties] 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 must also detail the receipts of the specific action (see Article 4.3.3).

Each partner must certify that:

- the information provided is full, reliable and true;
 - the costs declared are eligible (see Article 5);
 - the costs can be substantiated by adequate records and supporting documentation (see Article 23 FPA) that will be produced upon request (see Article 22 FPA) or in the context of checks, reviews, audits and investigations (see Article 27 FPA), and
 - that all the receipts have been declared (see Article 4.3.3);
- (ii) an **explanation of the use of resources** and the information on subcontracting (see Article 11) from each partner, for the reporting period;
 - (iii) not applicable;

- (iv) a ‘**final summary financial statement**’, created automatically by the electronic exchange system, consolidating the individual financial statements and including the request for payment of the balance and
- (v) a ‘**certificate on the financial statements**’ (drawn up in accordance with Annex 4) for each partner, if:
 - it requests an EU contribution of EUR 325 000 or more as reimbursement of actual costs and
 - the maximum EU contribution indicated, for that partner, in the estimated budget (see Annex 2) as reimbursement of actual costs is EUR 750 000 or more.

16.5 Information on cumulative expenditure incurred

Not applicable

16.6 Currency for financial statements and conversion into euro

Financial statements must be drafted in euro.

If partners have an accounting established in a currency other than the euro, they must convert the costs recorded in their accounts into euro, at the average of the daily 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 rates published on the Commission’s website, calculated over the corresponding reporting period.

If partners have an accounting established in euro, they must convert the costs incurred in another currency into euro according to their usual accounting practices.

16.7 Language of reports

The report (technical and financial report, including financial statements) must be submitted in the language of the Specific Agreement.

16.8 Consequences of non-compliance

If the report submitted does not comply with this Article, the Agency may suspend the payment deadline (see Article 45 FPA) and apply any of the other measures described in Section 5 of Chapter 3 of the Framework Partnership Agreement.

If the coordinator breaches its obligation to submit the report and if it fails to comply with this obligation within 30 days following a written reminder, the Agency may terminate the Specific Agreement (see Article 48 FPA) or apply any of the other measures described in Section 5 of Chapter 3 of the Framework Partnership Agreement.

ARTICLE 17 — PAYMENTS AND PAYMENT ARRANGEMENTS

17.1 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 16).

17.2 Pre-financing payment — Amount

The aim of the pre-financing is to provide the partners 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 **EUR168,969.72** (one hundred and sixty eight thousand nine hundred and sixty nine EURO and seventy two eurocents).

The Agency will — except if Article 46 FPA applies — make the pre-financing payment to the coordinator within 30 days, either from the entry into force of the Specific Agreement (see Article 25) or from 10 days before the starting date of the specific action (see Article 3) , whichever is the latest.

17.3 Interim payments — Amount — Calculation

Not applicable

17.4 Payment of the balance — Amount — Calculation

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

If the total amount of earlier payments is greater than the final grant amount (see Article 4.3), the payment of the balance takes the form of a recovery (see Article 23 FPA).

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 16), except if Articles 45 or 46 FPA apply.

Payment is subject to the approval of the final report. Its approval does not imply recognition of the 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 already made, from the final grant amount determined in accordance with Article 4.3:

{final grant amount (see Article 4.3)}

minus

{pre-financing made}.

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

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

If the balance is negative, it will be recovered from the coordinator (see Article 23).

17.5 Notification of amounts due

When making payments, the Agency will formally notify to the coordinator the amount due and specify the final grant amount.

In the case of reduction of the specific grant or recovery of undue amounts, the notification will be preceded by the contradictory procedure set out in Articles 22 and 23.

17.6 Currency for payments

The Agency will make all payments in euro.

17.7 Payments to the coordinator — Distribution to the partners

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 partners without unjustified delay.

Pre-financing may however be distributed only:

- (a) if the minimum number of partners set out in the call for proposals has acceded to the Framework and Specific Agreement (see Article 54 FPA) and
- (b) to partners that have entered into the Specific Agreement (see Article 54 FPA).

17.8 Bank account for payments

All payments will be made to the following bank account:

Name of bank: BANCO SANTANDER, S.A.

Address of branch: CL JOSE FRANCHY ROCA 4 P-1 APDO. 00 PALMAS DE GRAN CANARIA (LAS), Spain

Full name of the account holder: INGRESOS BSAN3

Full account number (including bank codes):

IBAN code: ES2900491848782710344855

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

17.10 Date of payment

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

17.11 Consequences of non-compliance

17.11.1 If the Agency does not pay within the payment deadlines (see above), the partners 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 partners 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 the Framework Partnership Agreement and the Specific Agreement).

Suspension of the payment deadline or payments (see Articles 45 and 46 FPA) 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.

17.11.2 If the coordinator breaches any of its obligations under this Article, the specific grant may be reduced (see Article 22) and the Specific Agreement or the participation of the coordinator may be terminated (see Article 48 FPA).

Such breaches may also lead to any of the other measures described in Section 5 of Chapter 3 of the Framework Partnership Agreement.

SECTION 3 RIGHTS AND OBLIGATIONS RELATED TO PRE-EXISTING RIGHTS (BACKGROUND) AND RESULTS

ARTICLE 18 — PRE-EXISTING RIGHTS AND OWNERSHIP OF THE RESULTS (INCLUDING INTELLECTUAL AND INDUSTRIAL PROPERTY RIGHTS)

18.1 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 partners 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 partner must give the other partners [and their linked third parties] access to any pre-existing industrial and intellectual property rights needed for the implementation of the specific action and

compliance with the obligations under the Framework Partnership Agreement and the Specific Agreement.

18.2 Ownership of results and rights of use

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

The partners must give the Agency and the Commission the right to use the results for their communication activities under Article 36.2 FPA.

18.3 Consequences of non-compliance

If a partner breaches any of its obligations under this Article, the grant may be reduced (see Article 22).

Such a breach may also lead to any of the other measures described in Section 5 of Chapter 3 of the Framework Partnership Agreement.

SECTION 4 OTHER RIGHTS AND OBLIGATIONS

ARTICLE 19 — CONFIDENTIALITY

19.1 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.

19.2 Consequences of non-compliance

If a partner breaches any of its obligations under this Article, the grant may be reduced (see Article 22).

Such breaches may also lead to any of the other measures described in Section 5 of Chapter 3 of the Framework Partnership Agreement.

CHAPTER 5 DIVISION OF PARTNERS’ ROLES AND RESPONSIBILITIES — RELATIONSHIP WITH COMPLEMENTARY BENEFICIARIES — RELATIONSHIP WITH PARTICIPANTS OF A JOINT ACTION

**ARTICLE 20 — DIVISION OF PARTNERS' ROLES AND RESPONSIBILITIES —
RELATIONSHIP WITH COMPLEMENTARY BENEFICIARIES —
RELATIONSHIP WITH PARTICIPANTS OF A JOINT ACTION**

20.1 Relationship with complementary beneficiaries — Collaboration agreement

Not applicable

20.2 Relationship with partners of a joint action — Coordination agreement

Not applicable

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

ARTICLE 21 — REJECTION OF INELIGIBLE COSTS

21.1 Conditions

The Agency will — at the payment of the balance or afterwards — reject any costs for a specific action which are ineligible (see Article 5), in particular, following checks, reviews, audits or investigations (see Article 27 FPA).

The rejection may also be based on the extension of findings from other grants to a specific grant (see Article 27.5.2 FPA).

21.2 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 23), the Agency will formally notify the coordinator or partner concerned the rejection of costs, the amounts and the reasons why (if applicable, together with the notification of amounts due; see Article 26 FPA). The coordinator or partner 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 23.

21.3 Effects

If the Agency rejects costs at the payment of the balance, it will deduct them from the total eligible costs declared, for the specific action, in the final summary financial statement (see Article 16). It will then calculate the payment of the balance (see Article 17).

If the Agency rejects costs after the payment of the balance, it will deduct the amount rejected from the total eligible costs declared, by the partner, in the final summary financial statement. It will then calculate the revised final grant amount as set out in Article 4.4. If the revised final grant amount is lower than the final grant amount, the Agency will recover the difference (see Article 23).

ARTICLE 22 — REDUCTION OF THE GRANT

22.1 Conditions

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

- (a) a partner (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) substantial breach of obligations under the Framework Partnership Agreement or the Specific Agreement or during the award procedure (including improper implementation of the specific action, submission of false information, failure to provide information, breach of ethical principles) or
- (b) a partner (or a natural person who has the power to represent or take decisions on its behalf) has committed — in other EU or Euratom grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on the specific grant (extension of findings from other grants to the specific grant; see Article 27.5.2 FPA).

22.2 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 specific grant, the Agency will formally notify a ‘pre-information letter’ to the coordinator or partner 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 17).

22.3 Effects

If the Agency reduces the specific grant at the time of the payment of the balance, it will calculate the reduced grant amount for the specific action and then determine the amount due as payment of the balance (see Articles 4.3.4 and 17).

If the Agency reduces the specific grant after the payment of the balance, it will calculate the revised final grant amount for the specific action or for the beneficiary concerned (see Article 4.4). If the revised final grant amount is lower than the final grant amount, the Agency will recover the difference (see Article 23).

ARTICLE 23 — RECOVERY OF UNDUE AMOUNTS

23.1 Amount to be recovered — Calculation — Procedure

The Agency will — **at the payment of the balance** or **afterwards** — claim back any amount that was paid but is not due for the specific grant under the Framework Partnership Agreement and the Specific Agreement.

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

In addition, the partners (including the coordinator) are jointly and severally liable for repaying any unpaid debts under the Agreement (due by the consortium or any partner, including late-payment interest) — up to the maximum EU contribution indicated, for each partner, in the estimated budget (as last amended; see Annex 2).

23.1.1 Recovery after termination of a partner's participation

Not applicable

23.1.2 Recovery at payment of the balance

If the payment of the balance takes the form of a recovery (see Article 17.4), 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 the coordinator 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 17.5).

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 or Euratom budget).

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

- (b) not applicable;
- (c) by holding the other partners jointly and severally liable — up to the maximum EU contribution indicated, for each partner, in the estimated budget (as last amended; see Annex 2);
- (d) by **taking legal action** (see Article 55 FPA) or by **adopting an enforceable decision** under Article 79(2) of the Financial Regulation No 966/2012 and Article 299 of the Treaty on the Functioning of the EU (TFEU).

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 17.11, 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 partner, unless Directive 2007/64/EC applies.

23.1.3 Recovery of amounts after payment of the balance

If — after the payment of the balance — the Agency revised the final grant amount for the specific action or the beneficiary concerned (see Article 4.4), due to a rejection of costs or reduction of the grant, and the revised final grant amount is lower than the final grant amount (see Article 4.3), the Agency will:

- if the rejection or reduction does not concern a specific partner (or its linked third parties): 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 partner concerned.

The Agency will formally notify a **pre-information letter** to the coordinator or partner 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 partner 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 partner’s consent — against any amounts owed to the coordinator or partner by the Agency, Commission or another executive agency (from the EU or Euratom budget).

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

- (b) by holding the other partners jointly and severally liable, up to the maximum EU contribution indicated, for each partner, in the estimated budget (as last amended; see Annex 2);
- (c) by **taking legal action** or by **adopting an enforceable decision** under Article 79(2) of the Financial Regulation No 966/2012 and Article 299 of the Treaty on the Functioning of the EU (TFEU) (see Article 55 FPA).

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 17.11, 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 partner, unless Directive 2007/64/EC applies.

ARTICLE 24 — EFFECTS OF THE TERMINATION OF THE PARTICIPATION OF ONE OR MORE PARTNERS

24.1 Effects of the termination of the participation of one or more partners, by the partners

The effects of the termination of the participation of one or more partners (by the partners) are as follows:

The partner concerned must submit to the coordinator:

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

This information must be included by the coordinator in the final report (see Article 16).

If the request for amendment is rejected by the Agency (because it calls into question the decision awarding the specific grant or breaches the principle of equal treatment of applicants), the Specific Agreement may be terminated according to Article 48.3.1(c) FPA.

If the request for amendment is accepted by the Agency, the Specific Agreement is amended to introduce the necessary changes (see Article 53 FPA).

Improper termination may lead to a reduction of the specific grant (see Article 22) or termination of the Specific Agreement (see Article 48 FPA).

After termination, the concerned partner's obligations (in particular Articles 25, 27, 28, 34, 35, 36, 38 FPA and Article 18 SGA) continue to apply.

24.2 Effects of the termination of the participation of one or more partners, by the Agency

The effects of the termination of the participation of one or more partners (by the Agency) are as follows:

The coordinator must — within 60 days from when termination takes effect — submit a request for amendment (see Article 53 FPA), with a proposal for reallocation of the tasks and estimated budget of the partner concerned (see Annexes 1 and 2) and, if necessary, the addition of one or more new partners (see Article 54 FPA). If termination is notified after the period set out in Article 3, no request for amendment must be submitted unless the partner concerned is the coordinator. In this case the request for amendment must propose a new coordinator.

The partner concerned must submit to the coordinator:

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

This information must be included by the coordinator in the final report (see Article 16).

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 Specific Agreement may be terminated according to Article 48.3.1(c) FPA.

If the request for amendment is accepted by the Agency, the Specific Agreement is amended to introduce the necessary changes (see Article 53 FPA).

After termination, the concerned partner's obligations (in particular Articles 25, 27, 28, 34, 35, 36, 38 FPA and Article 18 SGA) continue to apply

CHAPTER 7 FINAL PROVISIONS

ARTICLE 25 — ENTRY INTO FORCE OF THE SPECIFIC AGREEMENT

The Specific 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)

Specific Grant agreement

NUMBER — 831210 — CEIEC-2

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1.1. The project summary

Project Number ¹	831210	Project Acronym ²	CEIEC-2
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One form per project

General information

Project title ³	European Centre for Information and Business Innovation of the Canary Islands
Starting date ⁴	01/01/2019
Duration in months ⁵	12
Call (part) identifier ⁶	COS-EEN-SGA3-2018-2-01
Topic	COS-2018-2-01 EEN SGA3 COSME
Fixed EC Keywords	
Free keywords	Europe, network, SME, entrepreneur, cluster, business, innovation, internationalization, Africa, LatinAmerica, technology, research, cooperation, partnership, competitiveness, employment, policy

Abstract ⁷

The global objective of the CEIEC-2 project is to offer and at the same time facilitate access for regional companies (basically SMEs) and entrepreneurs to integrated support services focused on innovation and business activities, as well as internationalization and cross-border cooperation. With such a final goal, CEIEC-2 aims at promoting growth and employment by strengthening the competitiveness of regional companies in the European Union context, trying to reach a point where they could compete with similar opportunities to those enjoyed by companies established in more privileged and advanced European regions.

The CEIEC-2 project pursues to inform and provide instruments and support/advisory services that help generate an appropriate and improved environment where regional companies and entrepreneurs could rise awareness and eventually access to new opportunities in terms of business development in the Single Market and other international markets, innovation embracement and capacitating, technology transfer fostering, entrepreneurship, and cross-border partnership promotion. All this reinforced by facilitating the proximity between the SMEs and EU programmes and policy makers.

The group of organizations conforming the consortium proposed to run the EEN Canary Node during the period 2015-2020, offering a regional coverage, is composed of the Department of Economic Promotion within the Government of the Canary Islands, the Technological Institute of the Canary Islands, and the Chambers for Commerce, Industry, Services and Navigation in Santa Cruz de Tenerife and Gran Canaria. The Chambers of Commerce are incorporated as new partners with respect to the structure of the EEN Canary Node in the previous period, providing an added value and strengthening considerably the new consortium structure.

1.2. List of Beneficiaries

Project Number ¹	831210	Project Acronym ²	CEIEC-2
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List of Beneficiaries

No	Name	Short name	Country	Project entry month ⁸	Project exit month
1	COMUNIDAD AUTONOMA DE CANARIAS	CAC	Spain	1	12
2	INSTITUTO TECNOLOGICO DE CANARIASSA	ITC	Spain	1	12
3	CAMARA OFICIAL DE COMERCIO,INDUSTRIA, SERVICIOS Y NAVEGACION DE SANTACRUZ DE TENERIFE	CCSCTF	Spain	1	12
4	CAMARA OFICIAL DE COMERCIO INDUSTRIA Y NAVIGACION DE GRAN CANARIA	CCGC	Spain	1	12

1.3. Workplan Tables - Detailed implementation

1.3.1. WT1 List of work packages

WP Number ⁹	WP Title	Lead beneficiary ¹⁰	Person-months ¹¹	Start month ¹²	End month ¹³
WP1	Activity 1 - Advice, support and information activities	1 - CAC	17.27	1	12
WP2	Activity 2 - Cross-border partnering activities for business cooperation, technology transfer, innovation and research	2 - ITC	17.98	1	12
WP3	Activity 3 - SME Feedback activities	1 - CAC	1.86	1	12
WP4	Activity 5 - Promotion of the Network's services and communication activities	1 - CAC	9.83	1	12
WP5	Activity 6 - Network building and reinforcing the Network	1 - CAC	9.16	1	12
WP6	Project Management	1 - CAC	2.80	1	12
Total			58.90		

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	Activity 1 – Final Technical Report	WP1	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D2.1	Activity 2 – Final Technical Report	WP2	2 - ITC	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D3.1	Activity 3 – Final Technical Report	WP3	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D4.1	Communication strategy and work plan	WP4	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	3
D4.2	Activity 5 – Final Technical Report	WP4	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D5.1	Activity 6 – Final Technical Report	WP5	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	12
D6.1	Project Management – Final Technical Report	WP6	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	12

1.3.3. WT3 Work package descriptions

Work package number ⁹	WP1	Lead beneficiary ¹⁰	1 - CAC
Work package title	Activity 1 - Advice, support and information activities		
Start month	1	End month	12

Objectives

The advice, support and information activities work package aims at reaching some objectives which are described below.

One of the first goals is to encourage the participation of Canary organisations (SMEs and R&D centres) in regional events to involve them in the process of internationalisation and promote the business and technological capabilities of the Canary Islands.

These activities will be mainly focused on the participation in events organised by the consortium and/or in coordination with the network of partners and other local actors, pursuing:

1. Training our clients to enhance their skills and their capacity for internationalisation and innovation.
2. Raising awareness of Network services, EU policies, programmes and funding opportunities and new markets including Europe, Africa and Latin America.

The events can have different forms such as presentations, workshops, seminars and training with groups of clients, but always ensuring a European dimension in all of them.

We shall try to support and constantly improve the access, quality and professionalism of the integrated services provided by the Network. At the same time, we look forward to increasing the awareness, particularly among SMEs, in order to face issues related to EU policies.

Starting to reach the general principle of proximity of services to SMEs, the actions to be developed in this activity are aligned with the aim of “Promotion of EU policies and programmes and connecting companies, in particular SMEs, to EU policy making (Europe near to/listening to SMEs)”.

Another interesting objective to be reached is to promote pro-actively and answer any questions about EU initiatives, policies and programmes relevant for SMEs, as well as provide information to SMEs on the application procedures for such policies and programmes (cooperation profiles, European programmes, funding, Horizon 2020, COSME, etc.).

For this purpose, we will apply the principles of excellence, proximity of services to SMEs as well as the ‘no wrong door’ principle and the mechanisms of signposting and follow-up of target audience inside the Network.

Complementarily, another important goal is not only to promote and present the Network services to the regional SMEs and assess their potential future needs in order to become a Network client but to reinforce the participation of existing clients and their achievements.

The face to face meeting with companies will allow us to identify the needs raised by them at all times, increase the number of clients and constantly maintain and improve the access, proximity and the quality of the integrated services supplied by the Network towards them, searching for the greatest possible knowledge of the Network among regional SMEs, and giving more visibility to Network brand and brand culture.

However, although the consortium will define advice, support and information activities based on the future needs detected for SMEs, the service delivery will be enriched through the combination of this approach with already analysed and contrasted requirements from regional companies. In this sense, companies in the Canary Islands raise some weak points where focused advice and support services are highly required in relation to aspects such as language, foreign trade, e-commerce, digital economy or innovation and technology based cooperation.

This initiative will be continued based on recent studies on the current regional market and thus separating regional companies by sector and island.

In this regard, the consortium sets a twofold objective. On one hand we intend to better identify the target audience in order to recruit new clients with real potentiality to benefit from our services. On the other hand, we shall develop a more active strategy for gaining the loyalty of our existing clients, increasing second visits, continuous consultancy, diversifying services and implementing a more frequent monitoring.

Complementarily the communication to be carried will target both a case-by-case basis to those SMEs it is best suited for (on-demand approach) and those SMEs that receive a larger number of services from the Network.

In any case, for the new period 2019 the EEN Canary Node will adopt an even more client-centric and “hub and spoke” model for designing services around a client/company, and in particular for client SMEs. The Network hub or consortium member first responding a client demand will be the support integrator for the individual client, providing the core services and pulling together the 'spokes' of other consortium members to provide additional or more specialized services available in the region or across the EU. This will permit to share services across the Network on the one hand, and across the local and/or EU ecosystem on the other.

Furthermore, the EEN Canary Node will make the necessary adjustment and take the proper coordination actions among its members in order to integrate and align the basics of the “hub and spoke” model with the idea of the Network “client journey”, understood as an active contribution to the SME client's growth journey in terms of increasing its grade of innovation, internationalization and access to the Single Market. Although depending on the specific case and need of each SME, in a general approach the “client journey” would cover both partnering and advisory services with a potential link to more specialized KAM/EIMC services when so considered.

Finally, this work package aims at reaching the goal of promoting Canary SMEs in the process of internationalisation and innovation, facilitating market access and transnational collaboration/partnership built mainly with Europe but also with Africa and Latin America, with the final objective of:

1. Enhancing the business and technological co-operation services for all SMEs
2. Assisting SMEs to develop cross-border activities and international networking

The business and technological co-operation goal is focused on the promotion and support of businesses creating an environment in which SMEs can thrive and exploit the existing advantages and achieve their own objectives in a global market.

Description of work and role of partners

WP1 - Activity 1 - Advice, support and information activities [Months: 1-12]

CAC, ITC, CCSCTE, CCGC

The consortium, in coordination with the network of partners in the Canary Islands, will organize and will take part in regional events jointly when the objective is the dissemination of general services of the Network, whereas for events with specific topics each partner will have its own initiative.

We will organise local and regional events related to information sessions, seminars, info days, workshops, conferences, etc., in order to provide information addressing regional SMEs in the development and application of European policies, European programmes, specific calls, or topics for the specific clients such as clusters, private consultancies, incubators and public enterprises.

The goal will be the dissemination of current European policies and other items of interest to the Canary business sector and other public and private bodies. These events may be organised by the consortium, or in collaboration with other Institutions (local, regional, national or European). In order to provide a higher added value to the Network services we will get in close contact with regional Network members and other members of the EEN.

At the same time and due to the importance of implementing a top-quality training process, we will organise training sessions aimed at our current and potential clients, either independently or together with other bodies, other members of the network or even with the European Commission. These will generally be short sessions that will nevertheless be sufficiently intense to be able to transmit a basic but complete idea of the subject in question. The training sessions will be designed to implement peer to peer learning tools and methods that facilitate the exchange of best practices and enhance the knowledge acquisition process for the participating companies.

The methodology will be as follows:

- We shall carry out dissemination about the regional events through our website, CRM and electronic newsletters. At the same time, we shall bring the information to the notice of our collaborating partners, the CIDE Network8, the business clusters and other regional actors.
- For every event, we shall carry out a registration and pre-registration of the persons attending and work out a programme and the promotional material necessary. Those attending jointly with the informative and/or training material will have a quality questionnaire to evaluate the organisation of the event, facilities, teaching staff, speakers and whether the event has fulfilled their expectations. Once the information from the questionnaires has been compiled, a report

will be written with the global results for each local event organised, with the aim of establishing the improvements that are necessary.

- In order to detect the training content that is most appreciated by SMEs, they will be given a leading role so that they can inform in advance about those subjects being most interesting and compatible with the nature and spirit of the Network. In many cases, events will be organised aiming at those specific sectors capable of benefiting groups independently of greater or lesser numbers.

We shall not ignore the dissemination of items arising from the Programme for the Competitiveness of Enterprises and SMEs (COSME) and the Programme for Research and Innovation (Horizon 2020).

The consortium will keep contact with the Network members, especially with other European outermost regions, with the purpose of fostering the search for synergies and promotion of joint activities.

From another perspective, this activity or work package is defined as a question and answer service advice on EU-relevant topics carried out orally during company meetings, local or regional events, or electronically via mails received/sent from other Network partners, local communications tools or via our website, from our collaborating partners, business clusters, regional agents, etc.

The consultations may address a wide range of subjects related with the application of EU regulations, the advantages that may be obtained from the European Single Market, the presentation of projects to European competitions, sources of funding, European policies, institutional aspects, technology transfer, Horizon 2020, COSME, etc.

Generally, the replies are sent to our clients in writing so that there is a record of them being drawn up and sent, which is normally done by e-mail. The questions from our clients will always have a response as soon as possible, following the code of conduct. It is a matter of offering a dynamic service, which is complete and professional, close to the companies and which saves them time and money.

The first thing to do when receiving a question from a client is to correctly identify its needs and objectives. On the basis of this analysis, it will be necessary to recognise whether we can provide a complete and sufficiently-specialised response or whether the client requires complementary advice supplied by another organisation. If the answer is made exclusively by the staff of the consortium, all the resources at our disposal will be used: European databases, other Internet resources, printed documentation, etc. The answers may be either in the form of developing documentary files or a report of advice.

For this purpose, we apply the concept of “no wrong door” in such a manner that the companies obtain all the information and advice possible, that whenever necessary will be completed by professionals from other organisations therefore orienting and advising the company correctly (signposting mechanism).

In this sense, our coordination with other public and private organisations is also fundamental at the regional, national and European level. Cooperation with the rest of the Network is indispensable. At the same time, our network of collaborating members with whom we have a formal cooperation agreement, can be extremely useful for the solutions to consultations.

The consortium is also constantly designing and planning a working methodology for capturing new clients. In the preparation of joint activities, we will follow a methodology where we will carry out presentations which have been previously agreed by the consortium in order to explain to potential clients the structure, themes and functioning of our services, as well as descriptive and specific leaflets on our services.

Likewise, in the company visit actions we shall share our methodology and resources so as to deal with a larger number of companies. In these last years it has been our intention to make an effort on this activity for the consortium to show an image of single network. The new clients captured from these actions will be shared by all the partners within the CRM system of the consortium.

For the recruitment of new clients and for making first visits we enjoy the collaboration of other local networks such as the CIDE Network, which is coordinated by the ITC and whose staff is shared with the EEN Canary Node. The services of internationalisation and the search for European funding are included in the service charter of the above regional network, which makes possible to have a very important capillarity all over the Canary territory and locate the most specific target clients.

An effort will also be made to maintain collaboration agreements with other networks of a stable nature which are established in the Canary Islands.

The DGPE, ITC and both Chambers of Commerce will take more intensive advantage of the contacts with companies approaching them in order to carry out steps of diverse nature with the aim of advising on matters proper to the activity of the Network.

Finally, it is worth mentioning that the methodological criteria to take into account when considering a company as a client of the Network is set by the moment of any application for information, advice or consultation, in the same way that those clients registered through our data base by means of filling in the registration form.

Through this work package the consortium shall also devote special attention to the management of innovation with the intention of strengthening the Canary business sector, to enhance the innovative capacity of companies as a means to increasing their competitiveness, to contribute to sustainable growth and, as a consequence, to encourage employment and the creation of wealth in the region.

The methodology for these actions will consist in locating and identifying companies potentially eligible to initiate a process of internationalization and innovation. We believe this phase is crucial because it would facilitate the achievement of some of the main objectives proposed for this activity. However, we do not rule out promoting Canary companies and encouraging them to initiate any new activity to access new markets and innovation as a form of development.

Once the companies have been identified, we receive the applications for information through our website, our collaborating partners, clusters, regional events, etc. Once the application is analysed we proceed to search the proper information, which might raise a direct response, and then we bring it to the attention of the client (signposting among the consortium, locating contact details, information on funding, etc.). Generally, the application for advice will require a personal interview with the company, thus many B to B meetings will be held where the services of the Network will be used.

Thus we will provide specialised services to our clients (SMEs, entrepreneurs, clusters, private consultancies, incubators, public enterprises, etc.), with a special focus on SMEs when it refers to advisory services, that can range from, among others:

1. Technology, business and innovation reviews, i.e. reviewing a technology or a process, assessing the business or the technical potential of a new product or an innovative idea or a business idea with a view to proposing brokerage services, etc.
2. Support to finance EU projects, assisting in access to EU programmes, particularly COSME and Horizon 2020, and other European programmes (fostering SME internationalization), assisting in how to apply for a call, to complete project proposals, etc.
3. Other types of intensive support related to internationalisation and innovation on issues such as standardisation, legislation, taxes, foreign investments, innovation management, globalisation of regional clusters, producing market and country reports.
4. Support on introduction to Intellectual Property Rights issues.
5. Services to other regional providers of SME services and activities contributing to the Canary support system, encouraging them to take up good practices.
6. Innovation and technology transfer specially addressing SMEs with a high potential for innovation and technology adoption.
7. Advice on energy and resource efficiency with a focus on access to finance for areas such as eco-innovation and green entrepreneurship.

When offering this package of advisory services and in an added-value manner, in the period 2019 the EEN Canary Node will incorporate and pay special attention to tailor-made services focused on both start-ups and SMEs with high-growth potential in order to help them get to a next level and scale up their activities in the Single Market and/or COSME participating countries. For that purpose, cross-sector experienced Scale-up Advisors have been appointed within the Node in order to provide impact-generating services to scale-ups and to continue developing their capacities and local cooperation arrangements. In principle two persons will be in charge of such tailored advice, Jose Ramon Funes from DGPE and Alma Cruz from ITC, to whom will be derived clients being potential beneficiaries of this type of advisory services.

Among the wide range of services addressing entrepreneurs and companies, the EEN Canary Node will use a "Tender Alert System" oriented to inform companies in an occasional - twice a month - and personalized way about events, calls, consultations, managerial initiatives proposed by the European Commission or by the Canary Node, as well as European news of special interest for the regional business sector.

This "Tender Alert System" will work via the e-mail. Besides, the contents will be reflected also on our website. Starting from this e-mail and if necessary, we will offer to the clients demanding an extension of the news more information and a proper advice. This service is especially useful for disseminating tender calls, awards, etc., subject to strict deadlines for submission, as it allows a fast reaction from possible beneficiaries concerned.

Finally, the data required to ascertain the Network's impact of this WP's activities shall be gathered in qualitative questionnaires submitted by the Network partner to each client receiving an in-depth Network service, that in some cases could lead to the register of Achievements in the Network's Achievements Database.

Participation per Partner

Partner number and short name	WP1 effort
1 - CAC	4.28
2 - ITC	8.09
3 - CCSCTF	2.65
4 - CCGC	2.25
Total	17.27

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D1.1	Activity 1 – Final Technical Report	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	12

Description of deliverables

Results for regional events and services/advice provided to SMEs/clients on EU-relevant topics via different means, including the feedback from quality questionnaires for such actions and services. Electronic newsletters and alerts in the Tender Alert System for dissemination and information purposes for the regional business sector.

- 1.1 Local events and training sessions
- 1.2 SMEs/clients visited, informed and/or advised
- 1.3 Newsletter and “Tender Alert System”
- 1.4 Final Technical Report
- D1.1 : Activity 1 – Final Technical Report [12]
Final Technical Report

Schedule of relevant Milestones

Milestone number ¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Implementation of the Code of Conduct	1 - CAC	12	All consortium partners provided answers to the Code of Conduct questionnaire
MS2	Submission of Expected Impact questionnaires due for months 1 to 12	1 - CAC	12	The consortium confirms that all expected impact questionnaires due from

Schedule of relevant Milestones

Milestone number¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
				month 1 to month 12 have been submitted

Work package number ⁹	WP2	Lead beneficiary ¹⁰	2 - ITC
Work package title	Activity 2 - Cross-border partnering activities for business cooperation, technology transfer, innovation and research		
Start month	1	End month	12

Objectives

One of the main objectives of the cross-border partnering activities for business cooperation, technology transfer, innovation and research is to encourage the participation of Canary organisations (SMEs and R&D centres) in international events in order to involve them in the process of internationalisation and promote the business, innovation and technological capabilities of the Canary Islands. In this sense, a key group of activities will be focused on the participation of regional companies in events organised by the EEN partners such as company missions and brokerage events included in the EEN calendar of events, mainly in Europe, but also in Africa and Latin America.

In this context, it is to be mentioned that in the new period 2019 our consortium will jointly organize brokerage events with other Spanish nodes, potentially in the fringes of the following fairs: Congreso Internacional del Sector de Reparaciones Navales y Provisionismo de Buques (Canarias), Feria del Norte de Gran Canaria (Canarias), Alimentaria (Barcelona) AFRICAGUA (Canarias), VII Foro Internacional de Turismo (Canarias).

Another important target in this work package is to offer partnering opportunities up-to-date, efficient information on cooperation possibilities, new calls for proposals and European news that cover the needs of the regional companies and provide them with the support required to develop their projects. The information will be accessible through e-newsletters and the website (www.een-canarias.org).

Starting to reach the general principle of proximity of services to SMEs, the actions to be developed in this activity answer to the aim of “Promotion of EU policies and programmes and connecting companies, in particular SMEs, to EU policy making (Europe near to/listening to SMEs)”.

Finally, there is a special aim to promote the internationalisation of the Canary Islands organisations from the business and technological point of view (outward), as well as to open new cooperation opportunities with European and other Network countries (inward) in order to achieve successful transnational partnership agreements, including:

1. Outward cooperation services. Generation of partnership proposals from local clients to be submitted, validated and distributed within the Network of partners using the Partnership Opportunities Database (POD)
2. Inward cooperation services. Dissemination of cooperation opportunities published in the Partnership Opportunities Database (POD) by means of the consortium website, e-newsletter and other regional networks and events.

Ultimately, the objective of developing internationally competitive companies will be crucial for the Canary Islands and therefore the facilitation of market access and the building of transnational collaboration and partnership scenarios.

We shall try to support and to constantly improve the access, quality and professionalism of the integrated services provided by the Network, as well as follow-up the negotiations to ensure that feedback on the outcome of the activities is provided and successful cases highlighted in success stories.

As mentioned for Work Package 1, for the new period 2019 the EEN Canary Node will adopt an even more client-centric and “hub and spoke” model for designing services around a client/company, and in particular for client SMEs. The Network hub or consortium member first responding a client demand will be the support integrator for the individual client, providing the core services and pulling together the 'spokes' of other consortium members to provide additional or more specialized services available in the region or across the EU. This will permit to share services across the Network on the one hand, and across the local and/or EU ecosystem on the other.

Furthermore, the EEN Canary Node will make the necessary adjustment and take the proper coordination actions among its members in order to integrate and align the basics of the “hub and spoke” model with the idea of the Network “client journey”, understood as an active contribution to the SME client's growth journey in terms of increasing its grade of innovation, internationalization and access to the Single Market. Although depending on the specific case and need of each SME, in a general approach the “client journey” would cover both partnering and advisory services with a potential link to more specialized KAM/EIMC services when so considered.

Description of work and role of partners

WP2 - Activity 2 - Cross-border partnering activities for business cooperation, technology transfer, innovation and research [Months: 1-12]**ITC, CAC, CCSCTF, CCGC**

The consortium shall publish a newsletter with offers and requests for cooperation, including both business and technological cooperation, as well as searches for partners on Horizon 2020 and other EU programmes. This newsletter will be delivered – probably weekly – in electronic format to our clients in order to expose business opportunities with potential partners in the Network. This newsletter will also be sent to the local network of collaborating partners, thus contributing to the concept of the “network of excellence”. Likewise, all the network partnership proposals will be accessible in Spanish from the EEN Canary Node website through a search engine for cooperation opportunities, allowing the user to make advanced searches by keywords.

In this context, the activity to be developed in this work package will put a special focus on the production, active dissemination and follow-up of offers and requests on:

- Business offer / request (BO/BR)
- Technology offer / request (TO/TR)
- Research and Development request (RDR)

In order to enhance the promotion of such activities, the consortium will identify clients with the capacity and interest in the internationalisation of their products and technologies in Europe and associated countries, through specific presentations on cooperation, personalised visits to companies and R&D centres, sectorial and personalised delivery of profiles and presence at brokerage events and company missions.

Once we identify a client with an interest in publishing a cooperation profile, we carry out a service of advice and support in the drawing up of a quality profile in accordance with the partnership proposals, and the subsequent follow up of the expressions of interest received. We also keep an internal record of the communications carried out.

In the case a client makes an Expression of Interest (EoI) about a profile published on POD or delivered through our electronic newsletters, an English description of the client is requested and we are responsible for making the request and exchanging contact details with the consequent internal record of the communications carried out.

The dissemination of Horizon 2020 and other EU partnership proposals is carried out according to the sector, by identifying among our clients those meeting the requested requirements. In this sense, we send the information on the proposal to the clients and put them in contact with the project coordinator. In the case it is the client asking us for the partner search, we provide an advice on the drawing up of the profile and disseminate it via POD and the Partnership Opportunities Database Forum, among the consortia of a specific country and the NCP. Similarly to the cooperation profiles, an internal record is kept of the communications carried out.

Once these dissemination activities are successful and we achieve partnership agreements (PA) in a joint manner with the company, research centre, etc., the report and statement letter of the agreement are drawn up, prepared and formalised in cooperation with the second Network partner, if any, and registered in the PA database.

At this stage, the consortium will make a special effort to attract the attention of Canary companies on the POD data bases with the aim of being aware of the opportunities for cooperation and access to new markets. For this purpose, we prepare presentations with the support of our local network of partners (business associations, PROEXCA12, etc.) and encourage companies by means of personal visits and/or via events or newsletters to become involved in the adventure of internationalisation.

With the help of the consortium website and the stakeholders tool, the collaborating partners and the regional CIDE network, we will disseminate the databases of commercial, technological and partner search profiles. At the same time, those EASME tools helping us to achieve transnational partnership agreements will be utilized.

We will promote an ongoing exchange of cooperation opportunities as well as information about local and regional markets included in this geographical area with the rest of the Network, thereby contributing to the concept of the “network of excellence”. Apart from being included in our databases, these opportunities will be also disseminated through the digital bulletins described further on.

We shall boost the consortium monitoring of those clients having used EEN Canary Node services related to the profiles of cooperation, either entering profiles of business or technological cooperation or being involved in a process of manifestation of interest in profiles (whether formulated or received). The final purpose being the achievement of a significant number of cooperation agreements.

Likewise, we shall implement actions aiming at boosting interest from companies in generating profiles of business and technological cooperation leading to partnership agreements. For this same objective, we shall continue to send out

our cooperation newsletters in a personalised manner as well as identify profiles published on the POD in order to be delivered to our clients encouraging them to cooperate.

The extraction of profiles from the Database will be made on a weekly basis and trying to match with our clients' activities in order to facilitate the potential access to cooperation. We shall also use the CRM to identify Canary companies which might be compatible with profiles published in such Database.

Alternatively, our partnering services would also comprise an internal review of the profiles and the contribution to the External Reviewers exercise, with one or two persons of the consortium appointed for such task.

Finally, the data required to ascertain the Network's impact of this WP's activities shall be gathered in qualitative questionnaires submitted by the Network partner to each client receiving an in-depth Network service, that in some cases could lead to the register of Achievements in the Network's Achievements Database.

Participation per Partner

Partner number and short name	WP2 effort
1 - CAC	2.25
2 - ITC	9.63
3 - CCSCTF	3.21
4 - CCGC	2.89
Total	17.98

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D2.1	Activity 2 – Final Technical Report	2 - ITC	Report	Confidential, only for members of the consortium (including the Commission Services)	12

Description of deliverables

Results for the participation of regional companies in company missions and brokerage events and support provided to SMEs/clients on partnering opportunities and agreements, including the feedback from quality questionnaires for such actions and services. Electronic newsletters with offers and requests for business and technological cooperation opportunities between regional SMEs/clients and potential partners.

2.1 Brokerage events and company missions

2.2 Business, Technological and Research Cooperation Newsletter

2.3 SMEs/clients supported on POD: business, technology and research offers/requests

2.4 Final Technical Report

D2.1 : Activity 2 – Final Technical Report [12]

Final Technical Report

Schedule of relevant Milestones

Milestone number¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Implementation of the Code of Conduct	1 - CAC	12	All consortium partners provided answers to the Code of Conduct questionnaire
MS2	Submission of Expected Impact questionnaires due for months 1 to 12	1 - CAC	12	The consortium confirms that all expected impact questionnaires due from month 1 to month 12 have been submitted

Work package number ⁹	WP3	Lead beneficiary ¹⁰	1 - CAC
Work package title	Activity 3 - SME Feedback activities		
Start month	1	End month	12

Objectives

The main objective of this activity is to promote pro-actively community initiatives and policies relevant for SMEs and to provide information to SMEs on the application procedures for such initiatives and policies.

This contributes to the success of the European aim that urges the companies to make consultations and to obtain their opinions about different options for EU policies.

We shall try to support and to constantly improve the access, quality and professionalism of the integrated services provided by the network. At the same time, we want to increase the awareness, particularly among SMEs, in order to face issues related to EU policies.

Starting to reach the general principle of proximity of services to SMEs, the actions to be developed in this activity answer to the aim of “Promotion of EU policies and programmes and connecting companies, in particular SMEs, to EU policy making (Europe near to/listening to SMEs)”.

Description of work and role of partners

WP3 - Activity 3 - SME Feedback activities [Months: 1-12]
CAC

The dissemination of on-line enquiries launched by the European Commission will be particularly useful as they are used in the drawing up of the Green Papers on European policy that lead to the White Papers, the European Commission’s draft proposals. We are aware of the mechanisms by which legislation is shaped in the European Administration and, in order to ensure that the specific needs of our businesses are contemplated in this process, we will be particularly diligent in the promotion and dissemination of these enquiries, as well as in the promotion of participation by our companies in this tool. On-line enquiries will be disseminated by email, on our web site. They will play a particularly important role in providing feedback to the Commission’s services.

On-line consultations constitute another particularly useful Commission-designed tool for the promotion of active participation by businesses in the decision-making processes within the EU institutions and for the gaining of first-hand knowledge of business opinion about a particular EU policy or regulation.

The methodology will be as follows:

It is necessary to contact, inform and disseminate the consultations among our businesses so that companies are encouraged to participate more actively. In order to achieve an increased participation, it will be useful to explain to businesses from the outset the extent to which their participation in these tools is of use, as well as offering a good advice to enable them to understand the purpose of the consultation.

The work carried out by the EEN regarding the motivation of SMEs to contributing to public consultations of the EU is just another way of contributing to the maintenance of this double communication route between the European Commission and the SMEs, which the Commission itself proposes as an objective for the network.

With this activity, we want to implement some of the commitments which the European Commission has made in its program "Small Business Act for Europe: initiative for small businesses". In this regard, we should remember that the abovementioned program states that the EU and Member States should design rules according to the principle of “think small first”, taking into account the characteristics of SMEs when the legislation is developed. In order to translate that principle into practice, we should continue consulting stakeholders, including SME organizations, before preparing any legislative or administrative proposal that has an impact on firms, and we should also carefully assess the impact on SMEs of the future legislative and administrative initiatives and take into account the relevant outcomes in developing proposals.

We will collect the opinion of our clients and submit it through the SME Feedback database or redirect to SOLVIT.

The dissemination of the results from the client’s feedback in our region will be the closing step of the methodology. We will follow a sectorial approach addressing specific groups and sectors depending on the topic treated.

Participation per Partner

Partner number and short name	WP3 effort
1 - CAC	1.86
Total	1.86

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D3.1	Activity 3 – Final Technical Report	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	12

Description of deliverables

Online consultations for the active participation by businesses in the decision-making processes within the EU institutions as well as the feedback provided by regional SMEs.

3.1 Public consultations and clients feedback

3.2 Final Technical Report

D3.1 : Activity 3 – Final Technical Report [12]

Final Technical Report

Schedule of relevant Milestones

Milestone number ¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Implementation of the Code of Conduct	1 - CAC	12	All consortium partners provided answers to the Code of Conduct questionnaire

Work package number ⁹	WP4	Lead beneficiary ¹⁰	1 - CAC
Work package title	Activity 5 - Promotion of the Network's services and communication activities		
Start month	1	End month	12

Objectives

The main objective of the promotional activities is to provide network clients, especially SMEs, with a service of updated and accurate information that answers their needs and is useful for the development of their internationalization projects, technology transfer and support to the development of R&D&i projects at European level, transforming information into knowledge.

During the period 2019 we shall continue to try to achieve a full distribution network throughout the geographic territory of the Canary Islands. Thus we are aiming at informing Enterprise Europe Network Canary clients about Enterprise Europe Network services and building the brand and culture of the network, as well as increasing the number of clients registered on the website and providing better coverage of network services throughout the region. In this period, we shall continue to devote special attention to companies located on the smaller islands with the aim of bringing them closer to the European Union and reinforcing them in their links with the Union. Furthermore, an even higher consideration and effort will be allocated to the islands of Lanzarote and Fuerteventura, not covered by the consortium as a whole but by the partners DGPE and ITC individually. This will lead to an enhanced and closer proximity contact with SMEs located in those two islands, through the celebration of physical events (WP1) where the EEN staff will personally offer advice and support services to local companies. It is also envisaged that from time to time the EEN staff could personally assist a number of accumulated local enquiries for those islands.

We shall continue to support and to constantly improve the access, quality and professionalism of the integrated services provided by the network. At the same time, we want to increase the awareness, particularly among SMEs, in order to face issues related to EU policies.

Reinforcing the positioning of the EEN Canary brand in the regional business sector will still be a priority objective in this period. We are planning to give an image of a single network of services taking advantage of each and every one of the promotional actions which are proposed by each partner. We shall do our best to coordinate the participation in promotional stands, trade fairs, etc., at the level of the consortium.

We shall collaborate with other stable networks existing in the Canary Islands such as the CIDE Network and others which may be promoted by the Canary Islands Government over the next few years in order to channel the information from the EEN to the largest possible number of client companies. Together with the close cooperation already maintained with the local network of collaborating partners in the Canary Islands, this will act as a powerful and innovative method/tool that will help the EEN Node to significantly increase the number of new clients, with a special focus on SMEs. In this sense, we will design and implement new cooperation actions that could lead to an enhanced sharing of resources and information between the different collaborating partners and the EEN consortium.

Together with the inescapable objective of recruiting new companies, we consider necessary to dedicate a significant portion of our effort to continuing to provide special attention to our current clients, it being understood that such commitment will lead to the increase in the chances of achieving partner agreements, gaining them as members and participants on the website.

Description of work and role of partners

WP4 - Activity 5 - Promotion of the Network's services and communication activities [Months: 1-12]
CAC, ITC, CCSCTF, CCGC

The consortium in a joint and coordinated way will implement a Communication Plan aiming to improve visibility among potential clients of the Network and regional actors in order to increase the number of visits to the website, client registrations, service requests and diffusion of the results, with an internal and external common communication strategy.

The following communication actions, including the updating of content when necessary, will be carried out:

- Developing content of communication, writing press releases, press kit, articles, opinion, and development of reports.
- Developing of audiovisual contents, development of videos and success stories, TV and radio ads.
- Management communication, press kit, management campaign of promotion and training brochures.
- On-line Communication, newsletter, multimedia presentations.
- Follow-up of mass media, conventional and on-line media.

- Enhancement of visibility and communication through social media in general and social networks in particular

The consortium will update the content of the <http://www.een-canarias.org> website improving the visibility and accessibility to the services. The website will incorporate access to the social media (Facebook, LinkedIn, Twitter, Youtube), attempting to make the services more visible and linking up with other websites related with entrepreneurship and other business areas.

In addition, the consortium will identify new written and on-line media in order to spread knowledge of the results and success stories generated in the Canary Islands.

In this regard, the consortium will firstly define the basis and criteria under which a business story is to be considered a success case and thus is to be published and disseminated as a best practice attending to the characteristics and conditions of the Canary region. Secondly the consortium will design an effective follow-up procedure in order to correctly track and assess the evolution and impact of such business cases at all levels. Finally, the consortium will plan the publication means and tools to be utilized for an appropriate and effective dissemination of each success story, especially addressing specific sectorial groups according to interests and application and replication possibilities at a regional, national and European level.

In general, the consortium will use as tools to promote the services among its clients the following instruments:

- E-newsletters and Business and Technology Newsletters
- Video
- Leaflets
- Websites
- Media campaigns
- Social media and network campaigns
- Presentations
- Events
- Network's intranet

In order to improve the knowledge of the "Enterprise Europe Network" brand and graphic image among the companies, it will be necessary to develop common promotional material (such as pens, folders, stationery, etc.) which will include the logo and name of the network. The abovementioned material will be distributed in all those actions where the network is promoted (presentations of the network, events, visits to companies, brokerage events and company missions, etc.). This promotional material will be planned according to the principle of budgetary control, so that what is done has the greatest possible impact/dissemination but at the lowest possible cost.

From the standpoint of methodology for carrying out the work described above, all the partners will work together on all details relating to planning, design, strategy and execution of each action. This is considered to be essential for a good understanding and close communication within the consortium with a view to conveying a unified image of the "Enterprise Europe Network" concept to the business sector in the Canary Islands.

We shall establish an agenda of promotional activities for all the partners with the aim of achieving better planning and having greater visibility of everything undertaken by the network in the Canary Islands.

The consortium will keep contact with the Network members, especially in outermost regions, with the purpose of fostering the search for synergies and promotion of joint activities.

As done until now and besides implementing its own strategy, the consortium will continue to take part in the common coordination and communication strategy between the members of the Spanish consortia in order to be as much effective in the promotion of activities at consortium level as possible, and to avoid duplications.

The Spanish consortia that have been part of the Network from 2008 to 2018 created in 2012 a Communication Working Group in order to increase this cooperation to the national level. This working group includes at least one member from each consortium who is in charge of the dissemination of the adopted decisions to the rest of the Spanish members of the Network. This working group has been working in a common national website, common leaflets and videos, common national strategy in social media, development of common events, etc. It is in charge also of diffusing among the Spanish Network members all the information from the Network Communication team, and to coordinate the general information that can be sent to the Network.

The consortium will implement the needed changes, in digital supports, attending to the new and refreshed Network visual identity, as developed by the Communication Champions group, as well as make use of the tools, templates and guidance available.

The consortium staff is fully aware of the importance of a general communication strategy and knows about and puts in practice all the resources developed by the Network (success stories, graphic chart, use of logos, communication kit, etc.). Therefore, every single partner will rely and leverage on a consolidated communication expertise provided by the staff involved in this WP.

We will promote among the partners the use of the Intranet provided by the Commission, as a channel of communication within the network and the EASME.

Participation per Partner

Partner number and short name	WP4 effort
1 - CAC	3.45
2 - ITC	4.40
3 - CCSCTF	1.01
4 - CCGC	0.97
Total	9.83

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D4.1	Communication strategy and work plan	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	3
D4.2	Activity 5 – Final Technical Report	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	12

Description of deliverables

Contents, material and actions for the promotion and communication of the Network services such as the communication strategy, website, social media, brochures, press release and articles, success stories, video, radio/TV interventions.

5.1 Website, Social Media, Video and Radio/TV

5.2 Press releases, articles, success stories and dissemination material

5.3 Communication Strategy and work plan

D4.1 : Communication strategy and work plan [3]

Report on the updated communication strategy and the latest communication work plan designed.

D4.2 : Activity 5 – Final Technical Report [12]

Final Technical Report

Schedule of relevant Milestones

Milestone number¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Implementation of the Code of Conduct	1 - CAC	12	All consortium partners provided answers to the Code of Conduct questionnaire

Work package number ⁹	WP5	Lead beneficiary ¹⁰	1 - CAC
Work package title	Activity 6 - Network building and reinforcing the Network		
Start month	1	End month	12

Objectives

The main objective of the participation in Network activities and Network training activities is to maintain and even increase the level of specialization of the staff involved in the EEN Canary services in order to offer to our clients a high-quality service. These activities are mainly referred to:

1. Network activities: participation in Enterprise Europe Network meetings, training sessions, groups addressing specific interests within the Network, conferences and other events. This includes national Enterprise Europe Network meetings, annual conferences, staff exchange, exchanges of good practices and joint transnational activities of Network partners.
2. Network training activities: participation in training programmes of the Network including training events in Brussels and other locations where the Network is present, e-learning opportunities and in particular attending a newcomer's induction course for the new staff members.

Description of work and role of partners

WP5 - Activity 6 - Network building and reinforcing the Network [Months: 1-12]

CAC, ITC, CCSCTF, CCGC

Each partner of the Canary Node will plan the participation in the activities of the Network for the period 2019, such as training sessions (centralised or decentralised) and events which improve the quality of the services, as well as the participation in official events of the Network (European and National Annual Conference, Contractors Day, Info days), EU promotion campaigns and other events launched by the European Commission (European SME Week, lectures on the Small Business Act, European Enterprise Promotion Awards, European Years, etc.). Likewise, meetings and activities with related regional and national organizations such as CDTI (Centre for the Development of Industrial Technology) and the National DG Enterprise will be borne in mind.

High-quality, on-going staff training is essential since it will enable our staff to be well-trained and up-to-date, committing to active follow-up of all learning activities. It will be necessary to choose carefully the type of training both at regional and national level, and above all at European level. Training sessions organised by the European Commission will be of particular importance even though in our case it will also be the costliest given the distance that separates the Canary Islands from the European continent. Newcomers staff will take part in training sessions and centralized newcomers' induction course organized by EASME. Other learning opportunities to be valorized include skills such as profile writing and reviewing and specific training paths for certain staff categories, such as coordinators or team managers.

We are also committed to on-line training. The most important objective is to ensure that our staff is well-trained and fully up-to-date, so that they are always able to offer the best possible answers to enquiries from our clients.

Additionally, the consortium will organise its own internal training sessions for its own staff, basically framed within the training offer promoted by the reception structure, that is to say, the Canary Islands Government.

At least one staff exchange will be done.

The consortium will keep contact with the Network members and will take part in events at national and European level specially with the outermost regions, with the purpose of fostering the search for synergies and promotion of joint activities within this WP. We will joint transnational activities of Network partners and we will maintain constant links with other Network partner and extend mutual know-how.

Finally and attending to current interests and regional strategies being promoted, for the period 2019 the consortium partners will assess their participation in the same (period 2017-2018) or different (or a combination of both) sector and working groups, as well as the update in the appointment of staff members to cross-cutting topics concerning all Network consortia (Thematic contact points). Concretely, the consortium intends to take part at least in the sector groups of Tourism and Environment, and the different thematic groups ongoing as happened in the last two years.

Participation per Partner

Partner number and short name	WP5 effort
1 - CAC	2.88
2 - ITC	4.47
3 - CCSCTF	0.94
4 - CCGC	0.87
Total	9.16

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D5.1	Activity 6 – Final Technical Report	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	12

Description of deliverables

Results for the participation of the consortium staff in the activities of the Network with a training purpose (centralised or decentralised), in the official events of the Network, in the internal training activities, and in the staff exchanges carried out.

6.1 Network training actions and official events

6.2 Internal training actions and staff exchanges

6.3 Final Technical Report

D5.1 : Activity 6 – Final Technical Report [12]

Final Technical Report

Schedule of relevant Milestones

Milestone number ¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Implementation of the Code of Conduct	1 - CAC	12	All consortium partners provided answers to the Code of Conduct questionnaire

Work package number ⁹	WP6	Lead beneficiary ¹⁰	1 - CAC
Work package title	Project Management		
Start month	1	End month	12

Objectives

The management of the project will lie in the establishment of different committees to ensure an agile and efficient performance of the project tackling. It will go from technical aspects concerned to each block of activities (WPs), to strategic issues linked to the regional business and innovation system.

The diversity within the project, in terms of partners, disciplines, expertise, etc. brings out the need for a practical and democratic management solution in order to let the partners concentrate on executing the work programme and achieving results. The following figure shows the 4 different management entities (in yellow colour) that comprises the management structure.

A Technical Committee for each block of activities will be created. These committees will follow up the working plan and objectives, proposing measures to correct possible deviations. Technical committees will hold at least four meetings per period.

In an upper step, a Follow Up Committee will be established in the project. The main function of this committee is to deal with all aspects related to the implementation of a “Network of excellence”. Follow up committee will hold four meetings per period.

On the top, a Steering Advisory board will link the Canary Node actions to the regional business and innovation system. The Advisory board will oversee the achievements of the Canary Node and guide its performance to meet needs of the regional enterprises detected by all of them.

Description of work and role of partners

WP6 - Project Management [Months: 1-12]

CAC, ITC, CCSCTF, CCGC

Quality check mechanism and internal evaluation procedures will enable a continuous improvement process and correcting deviations from the objectives and schedule. In order to reduce administrative procedures for all parties, a joint procedure for record customers’ needs and consultation will be implemented through the CRM as well as a control of answer time to enquiries and signposting. Client satisfaction questionnaires will be carried out to evaluate both the general assistance and punctual activities.

Regarding internal evaluation, the foreseen outputs for each block of activities based on the quantity of actions carried out, the number of costumers involved in and its level of satisfaction will constitute the performance indicators to follow up the project. These former indicators will be also used to report both to the EASME and the Steering Advisory Board. In addition, the Canary Node will incorporate any other indicators specified by the EASME to the own follow up system in order to compare its performance with Network partners abroad with similar characteristics. This will serve as a mean to foster the continuous process improvement exchanging best practices with those Network partners.

A twofold approach will be carried out for internal evaluation. On the one hand, Technical committees on a biannual base meetings will analyze the extent to which the performance indicators of their blocks of activities are fulfilled. On the other, the Follow up committee, on a six monthly base meetings, will evaluate the whole Canary Node focusing on to what extent qualitative objectives are met, as well as internal and external co-operation management. In addition, the Canary Node coordinator will monitor the performance indicators at any time on the CRM tool where all network partners will be requested to regularly update their output data.

Although all these planned meetings will held in a face-to-face format, the consortium will make use of audio-conference and video-conference facilities for additional meetings raised when necessary.

Thus a permanent monitoring of the project will be possible since all partners will update the performance indicators (outputs) and outcomes regularly on the CRM. The consortium will therefore report to the EASME at regular intervals, giving details on the activities carried out on the basis of the running work programmes. The processes of reporting and monitoring will be efficiently managed by every partner of the consortium for both project management and external communication purposes. At the same time, these processes will be adapted for either continuous monitoring actions and on-site monitoring visits and assessment at reporting stages performed by the EASME.

Worth to note is also that all partners will sign a Consortium Agreement which will include management structure, partners' responsibilities, financial provisions and any other provision considered essential to guarantee the proper implementation of the Canary Node.

On one hand, the approach for the resolution of conflicts will provide for a progressive addressing of higher levels of management decision, if the conflict cannot be resolved at a lower level. The follow up committee provides the formal means for addressing the resolution of conflicts that cannot be resolved at a lower management level. Specific provisions will be detailed in the Consortium Agreement for the equitable resolution of conflicts if necessary.

On the other hand, a Quality Assurance Team will be established among the partners who will put in place all the required mechanisms to assure quality of the activities to be performed along the project execution period. The QA team will establish quality criteria and will have the responsibility to develop procedures for achieving the goal of error free operations.

Finally, regarding the monitoring and management of the agreements signed with our "Local Network of Collaborating Partners", it is the consortium intention to maintain our synergy making possible a joint work on matters related to the European Union and the consequent increase in the presence of the Network at the local and regional level. In this regard, the consortium shall continue with the conduct of bilateral meetings between the consortium and each one of the collaborating partners.

Participation per Partner

Partner number and short name	WP6 effort
1 - CAC	1.15
2 - ITC	0.88
3 - CCSCTF	0.42
4 - CCGC	0.35
Total	2.80

List of deliverables

Deliverable Number ¹⁴	Deliverable Title	Lead beneficiary	Type ¹⁵	Dissemination level ¹⁶	Due Date (in months) ¹⁷
D6.1	Project Management – Final Technical Report	1 - CAC	Report	Confidential, only for members of the consortium (including the Commission Services)	12

Description of deliverables

Technical progress and implementation report, questionnaires on expected impacts, agenda and minutes from consortium meetings and results from general quality questionnaires.

7.1 Final Technical Report

7.2 Agenda and minutes of consortium meetings

7.3 Conclusions from quality questionnaires

D6.1 : Project Management – Final Technical Report [12]

Final Technical Report

Schedule of relevant Milestones

Milestone number¹⁸	Milestone title	Lead beneficiary	Due Date (in months)	Means of verification
MS1	Implementation of the Code of Conduct	1 - CAC	12	All consortium partners provided answers to the Code of Conduct questionnaire

1.3.4. WT4 List of milestones

Milestone number¹⁸	Milestone title	WP number⁹	Lead beneficiary	Due Date (in months)¹⁷	Means of verification
MS1	Implementation of the Code of Conduct	WP1, WP2, WP3, WP4, WP5, WP6	1 - CAC	12	All consortium partners provided answers to the Code of Conduct questionnaire
MS2	Submission of Expected Impact questionnaires due for months 1 to 12	WP1, WP2	1 - CAC	12	The consortium confirms that all expected impact questionnaires due from month 1 to month 12 have been submitted

1.3.5. WT5 Critical Implementation risks and mitigation actions

Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
1	Loss of critical competencies or of key people in the project	WP1, WP2, WP3, WP4, WP5, WP6	Get early indication of possible withdrawal of key persons from any partner in order to identify an internal replacement solution based on similar competences and experience in advance so that EEN services are not affected.
2	Delays in critical components of the activities	WP1, WP2	Prioritize work and shift resources by reducing effort for non-critical tasks, even if this implies a shift of resources between partners (unlikely).
3	Partners not complying with planned targets	WP1, WP2, WP3, WP4, WP5, WP6	Monitoring procedures will be in place to detect early any under-achieving partner and the project will encourage open and honest reporting of problems, so that solutions can be found as soon as possible.
4	Low internal communication or awareness of issues	WP1, WP2, WP3, WP4, WP5, WP6	Setup project communication plan, and appropriate tools. Use of regular work package and/or task meetings to coordinate the work.
5	Widening gap between project activities and the evolving requirements outside the project	WP1, WP2, WP3	The consortium partners are well integrated into the relevant networks and the regional environment and are therefore aware of new raising requirements and targets for the EEN services. In addition, we will actively seek feedback by following a regular communication plan and by advertising project (intermediate) results.
6	Low visibility of EEN services	WP4	One of the main EEN's objectives is to reach a high-visibility of the activities and services offered. Besides their internal resources, the partners will make use of their networks and regional collaborating organizations to promote the EEN and attract the final target audience.

1.3.6. WT6 Summary of project effort in person-months

	WP1	WP2	WP3	WP4	WP5	WP6	Total Person/Months per Participant
1 - CAC	4.28	2.25	1.86	3.45	2.88	1.15	15.87
2 - ITC	8.09	9.63	0	4.40	4.47	0.88	27.47
3 - CCSCTF	2.65	3.21	0	1.01	0.94	0.42	8.23
4 - CCGC	2.25	2.89	0	0.97	0.87	0.35	7.33
Total Person/Months	17.27	17.98	1.86	9.83	9.16	2.80	58.90

1.3.7. WT7 Tentative schedule of project reviews

No project reviews indicated

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.

Annex 1 to the Grant Agreement (Description of the Action)

latest version – 08 October 2018

COSME Grant Agreement (GA)

Structure of the description of the action

The description of the action (DoA), which is **Annex 1 to the Grant Agreement**, contains the details of how the action (project) will be carried out.

It consists of two parts, which can be generated directly from the submitted proposal:

- **Part A** of Annex 1 contains the cover page, the project summary, the list of participants and the work plan tables, which provide details on the implementation of the action. **Part A is generated by the IT system.** It is based on the information that you enter through online forms and information that is imported from your proposal. *NB: The budget table is also completed through online forms. It is included as a separate Annex 2 to the Grant Agreement.*
- **Part B** of Annex 1 is the narrative part of the description of the action. **Part B needs to be uploaded as a PDF document.** To generate Part B of Annex 1, please start from Part B of your proposal (as it was submitted) and follow the instructions below. *The structure and the order of chapters and sections should be followed as indicated. All pages must be numbered and include, at the bottom of the page, the proposal number, the acronym and the text "Part B".*

The IT system will create the description of the action (Annex 1) composed of two files:

- *one file generated through online forms containing PART A*
- *a second file PART B "the narrative part" uploaded in PDF format*

PART A

NOTE that PART A will be generated by the IT system once you have filled in the obligatory grant preparation data in the Participant Portal.

Cover Page

Table of contents

1.1. The project summary (*Automated - Based on proposal table A1*)

1.2. The list of beneficiaries (*Automated - Based on proposal table A2*)

1.3. Work plan tables (Please fill in the data in the Participant Portal based on the information in your proposal)

1.3.1. WT1 list of Work packages

1.3.2. WT2 list of deliverables

1.3.3. WT3 Work package descriptions

1.3.4. WT4 list of milestones

1.3.5. WT5 Critical Implementation risks and mitigation actions

1.3.6. WT6 Summary of project efforts in person months

1.3.7. WT7 tentative schedule of project reviews (*set by Commission/Agency*)

PART B

History of changes

1. The CV annexed at the end of the document is the one associated to the staff member of partner CCSCTF not included in the proposal submitted for SGA3 because it was under contracting process at that moment. In addition, the name, surname and short profile of that person has been included in the corresponding sections: B2.2. and Annex A.
2. As requested in the ESR, some further explanations on how the synergies between COSME and H2020 services will be dealt within the consortium have been included in pages 17 and 25.
3. As requested in the ESR, some explanations about the involvement and commitment of the host organizations with the Network project have been included in page 33.

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2.1. Work programme (proposal Technical Annex 1)

Section B: Action: objectives, management structures and work plan

B.1 Objectives of the Action

B.1.1 Specific objective(s) of the Action

The global objective of the CEIEC-2 project is to offer and at the same time facilitate access for regional companies (basically SMEs) and entrepreneurs to integrated support services focused on innovation and business activities, as well as internationalization and cross-border cooperation. With such a final goal, CEIEC-2 aims at promoting growth and employment by strengthening the competitiveness of regional companies in the European Union context, trying to reach a point where they could compete with similar opportunities to those enjoyed by companies established in more privileged and advanced European regions.

The CEIEC-2 project pursues to inform and provide instruments and support/advisory services that help generate an appropriate and improved environment where regional companies and entrepreneurs could rise awareness and eventually access to new opportunities in terms of business development in the Single Market and other international markets, innovation embracement and capacitating, technology transfer fostering, entrepreneurship, and cross-border partnership promotion. All this reinforced by facilitating the proximity between the SMEs and EU programmes and policy makers.

In such a context, our mission is to create direct and efficient means of communication between our business sector and the European Commission, by giving regular feedback with respect to the main obstacles encountered by our enterprises in the Single European Market and the needs to be taken into account during decision making processes within European institutions.

Under the scope of promoting entrepreneurship, CEIEC-2 aims at stimulating the creation of new companies with the support of the correct application of the 'no wrong door' concept and using the so called "signposting" mechanism in order to improve and facilitate access of the SMEs to services designed to make them more efficient in complying with the administrative procedures thanks to efficient, quality, professional information and assessment.

At the same time, CEIEC-2 puts a special focus on stimulating the participation of our business sector in European programmes and initiatives as well as in technology and research projects. Thus, on one hand the Structural Funds devoted to the Canary Islands will gradually and temporarily dwindle due to the more pressing needs of other less favored regions in the EU. On the other hand, the participation in European programmes fosters a growing international profile for our business sector that will contribute to the exchange of experience and know-how through joint projects.

Complementarily to the enhancement of internationalization, CEIEC-2 will favor our enterprises from the point of view of technological development and innovation which is necessary if we are to consolidate our competitiveness inside and outside the European market. At this point we will contribute towards the dissemination and use of research results and will direct them towards the real needs of the Canary business sector.

Additionally, CEIEC-2 will also offer updated and complete information to enterprises and entrepreneurs on the current state and conditions of foreign markets that will allow them to speed up import and export projects, improve their penetration into international markets, and access to cross-border cooperation frameworks with higher possibilities of success.

In parallel to the objectives abovementioned, the CEIEC-2 project will also keep in mind to thoroughly contribute to the positioning of the Enterprise Europe Network as a high specialization structure for European issues throughout all the activities implemented and the services provided.

All the objectives pursued by the project are fully aligned and consistent with the impact indicators of the Enterprise Europe Network activities and services that target at positive effects on the regional businesses in terms of results (products, services and processes), efficiency (cost and time

reduction), employment (job creation or preservation), quality improvement (goods or services, client satisfaction, etc.) or innovation. The final goal is a continuous and effective contribution to promoting growth and strengthening the competitiveness and sustainability of regional enterprises and mainly SMEs.

B.1.2. Target group/audience

The target audience is constituted by the SMEs of the Canary Islands in general and especially technological companies and those with innovative capacity, entrepreneurs and "innovation staff" in companies, business organizations, public administrations, Universities, incubators and other start-up company support organisations, Cluster organisations, innovation funding institutions, experts on innovation management, sector based business associations, research laboratories and all those bodies linked to R&D and innovation.

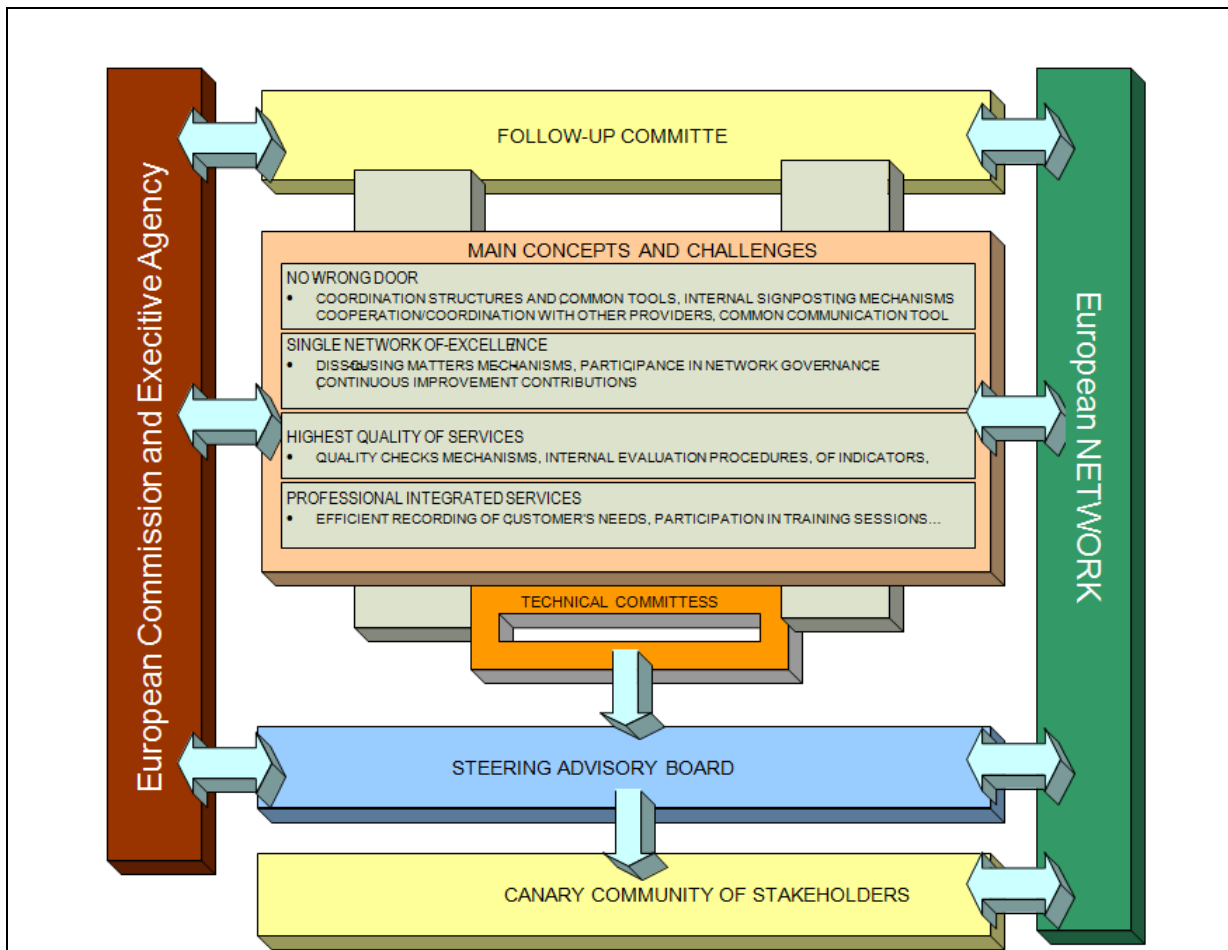
Taking into consideration that SMEs represent over 99% of all Canary businesses at present, summing up to approximately 120.000 companies in the whole region, the Network services are designed to be able to reach at least 15% of such number of SMEs, as direct beneficiaries. Within that framework, the Network services will also focus on directly impacting on at least half the number of regional companies currently having skills and potential for carrying out R&D and innovation activities, which is set in more than 1.300 companies.

Concerning the entrepreneurs and start-ups environment, the consortium is committed to reach a number of around 3.000 direct beneficiaries from services provided in the Canary Islands.

In terms of the regional clusters, where internal partners (being SMEs, Universities, associations, etc.) will direct or indirectly benefit from the services received by the cluster itself, the Network aims at addressing all the currently operating 10 clusters.

B.1.3 Description of work methodology and tools

The proposed methodology aims to implement a professional and high quality point for SMEs to business and innovation services building a locally designed Canary Node which brings together the know-how and experience of bodies which have been providing the EEN services regionally for a long time (Department of Economic Promotion of the Canary Government and the Technological Institute of the Canary Islands), and the potential, knowledge and added value of two new partners for the period 2015-2020 (Chambers of Commerce in Santa Cruz de Tenerife and Gran Canaria). The methodology is structured to face the key concepts addressed in the following picture:



Such implementation will be supported (surrounded) by all internal and external Node actors. Activities embedded in the key concepts represent therefore the core of the project being subsequently governed by the coordination and management structures described latter on.

Hence, the articulation of each block of activities requires a clear project coordination mechanism. In particular, the management and communication process within the Canary Node project is based upon 4 types of organizational units, each of which has clearly defined and complementary roles and responsibilities.

The complexity of integrating different profiles of partners demands a comprehensive and strongly cooperative approach to the management function, which reflects the diversity within the project, in terms of partners, disciplines, expertise, etc., but which also provides a practical and democratic management solution that will enable the partners to concentrate on executing the work programme and achieving results.

Without getting into too many details, the implementation approach for the key concepts addressed in the project methodology is based on the following key aspects:

1. Cooperation and coordination with regional, national and European business and innovation actors
2. First contact with a client and client signposting strategy
3. Exploitation of participation in the Network governance
4. Contribution to the quality and methodological development of the Network
5. Quality interaction with Network partners
6. Common organization of large trans-national events
7. Cooperation strategy with other EEN Nodes located in outermost regions

Quality check mechanism and internal evaluation procedures will enable a continuous improvement process and correcting deviations from the objectives and schedule. In order to reduce administrative procedures for all parties, a joint procedure for record customers' needs and consultation will be implemented through the CRM as well as a control of answer time to enquiries and signposting. Client satisfaction questionnaires will be carried out to evaluate both the general assistance and punctual activities.

Regarding internal evaluation, the foreseen outputs for each block of activities based on the quantity of actions carried out, the number of costumers involved in and its level of satisfaction will constitute the performance indicators to follow up the project. These former indicators will be also used to report both to the EASME and the Steering Advisory Board. In addition, the Canary Node will incorporate any other indicators specified by the EASME to the own follow up system in order to compare its performance with Network partners abroad with similar characteristics. This will serve as a mean to foster the continuous process improvement exchanging best practices with those Network partners.

A twofold approach will be carried out for internal evaluation. On the one hand, Technical committees on a biannual base meeting will analyze the extent to which the performance indicators of their blocks of activities are fulfilled. On the other, the Follow up committee, on a six monthly base meeting, will evaluate the whole Canary Node focusing on to what extent qualitative objectives are met, as well as internal and external co-operation management. In addition, the Canary Node coordinator will monitor the performance indicators at any time on the CRM tool where all Network partners will be requested to regularly update their output data.

Although all these planned meetings will be held in a face-to-face format, the consortium will make use of audio-conference and video-conference facilities for additional meetings raised when necessary.

Thus a permanent monitoring of the project will be possible since all partners will update the performance indicators (outputs) and outcomes regularly on the CRM. The consortium will therefore report to the EASME at regular intervals, giving details on the activities carried out on the basis of the running work programme. The processes of reporting and monitoring will be efficiently managed by every partner of the consortium for both project management and external communication purposes. At the same time, these processes will be adapted for either continuous monitoring actions and on-site monitoring visits and assessment at reporting stages performed by the EASME.

Worth to note is also that all partners will sign a Consortium Agreement which will include management structure, partners' responsibilities, financial provisions and any other provision considered essential to guarantee the properly implementation of the Canary Node.

On one hand, the approach for the resolution of conflicts will provide for a progressive addressing of higher levels of management decision, if the conflict cannot be resolved at a lower level. The Follow Up Committee provides the formal means for addressing the resolution of conflicts that cannot be resolved at a lower management level. Specific provisions will be detailed in the Consortium Agreement for the equitable resolution of conflicts if necessary.

On the other hand, a Quality Assurance Team will be established among the partners who will put in place all the required mechanisms to assure quality of the activities to be performed along the project execution period. The QA team will establish quality criteria and will have the responsibility to develop procedures for achieving the goal of error free operations. Such procedures for internal operations will be based on the non-acceptance of a list of predefined errors. All criteria will be accepted when less than 5% of errors, deviation, etc. is achieved. Nevertheless, internal measures to achieve our goal of error-free operations will be put in place. Specifically, internal technical review procedures will be established in order to achieve the better performance of the team involved in the project.

Regarding the monitoring and management of the agreements signed with our "Local Network of Collaborating Partners", it is the consortium intention to maintain our synergy making possible a joint work on matters related to the European Union and the consequent increase in the presence of the Network at the local and regional level. In this regard, the consortium shall continue with the conduct of bilateral meetings between the consortium and each one of the collaborating partners.

To finalize and notwithstanding the foregoing, all the partners will perfectly understand and above all respect the working methods and principles established in the Code of Conduct for an effective and successful operation of the Network as a whole. For this purpose, these methods and principles will

be properly integrated and aligned with the different quality, monitoring and control procedures and mechanisms above mentioned.

B.1.4 Performance Indicators

Title	Brief Description	Target (quantity)
Participants in regional/local events	Number of participants attending regional/local events. The participants are the individual people attending the event, belonging to organizations that are in the client database or CRM tool.	-
SMEs/clients receiving individual advisory support	Clients of Network partners who have received advisory support to increase their competitiveness and their knowledge of financing, EU initiatives and legislation.	255
Advisory Services Outcomes (ASO)	<i>Result of a service rendered by a Network partner to a client that gives a significant and clearly demonstrable impetus to the client's competitiveness at European level, thus leading to an improvement of its economic situation.</i>	25
SMEs/clients receiving individual partnering support	Clients of Network partners (primarily SMEs) who have received Network partnering support with the objective to engage in successful cooperation with foreign cooperation partners (primarily SMES), in a form like: <ul style="list-style-type: none"> • Business / commercial collaboration(s) • Innovation / technology transfer(s) • Collaboration(s) fostering the R&D activities of SMEs and leading to the participation of SMEs in European research programmes 	72
Brokerage events/company missions organised/co-organised	Number of brokerage events (BE) or company missions (CM) registered in the Network's Events' Database in which a Network partner is organizer or co-organizer.	-
Meetings at brokerage events/company missions	Total number of face-to-face meetings which clients, supported by a Network partner to attend a brokerage event (BE) or company mission (CM) registered in the Network's events database in the reporting period, had at those BE/CM.	170
Expressions of interest received	Total number of expressions of interest received on profiles published by a Network partner organization in the Network's Partnering Opportunities database in the reporting period.	85
Expressions of interest made	Total number of expressions of interest made on profiles published by a Network partner organization in the Network's Partnering Opportunities database in the reporting period.	126
Partnership Agreements (PA)	<i>Acknowledgement by one (or two) Network client(s) that entered in a concrete, medium to long-term international cooperation with another SME, company, research institution, researcher or private</i>	19

	<i>person with Network assistance.</i>	
Clients in feedback related actions	Total number of clients involved in feedback related actions in the reporting period thanks to the active involvement or intermediation of a Network.	15
SMEs/clients using digital services provided by the Network	Number of SMEs/client subscribers, followers, fans, members, etc., receiving information via newsletters, business alerts and automated matching tools, tender alerts, RSS feed, or other service provided through social media (Facebook, LinkedIn, Twitter, etc.).	12.600
Cooperation with local stakeholders	Number of active collaboration with stakeholders in the reporting period, providing a noticeable result on activities carried out or results achieved.	15
Contributions to other partners' Achievements	Number of contributions to Achievements of other Network partners acknowledged by the partner(s) registering the Achievement in the Achievements database.	-
Active contributions to Network activities	Number of contributions to Network activities as speaker, trainer, chairman, coordinator, rapporteur, evaluator, or participation in activities designed to increase the performance, quality and identity of the Network.	33

B.2. Management structure and procedures

B.2.1 Organisational structure

Within the Regional Ministry of Economics, Industry, Commerce and Knowledge (Canary Islands Government), which is in charge of managing European funds and the coordination of economic issues with the European Union, the **Department of Economic Promotion (DGPE)** is the body responsible for the promotion and support of actions oriented to the fostering of economic activity, as well as the creation, establishment and consolidation of companies in the Canary Islands.

The structure of the Department of Economic Promotion is composed of different Services, being one of them the Service for Business Information, and concretely where the Enterprise Europe Network fits in. In this regard, the Department of Economic Promotion is responsible for:

- The information and assistance to economic and social agents providing business oriented support services on legislation, aids and relevant programmes at regional, national and European levels, in coordination with the Department of Economic Issues.
- The dissemination of programmes for the support of business initiatives at regional, national and European levels, in coordination with other related Departments.
- The management of general systems for business information

The Department of Economic Promotion counts on the accumulated experience gained through acting for many years as the *Euro Info Centre (EIC)* in the Canary Islands (EIC) and the Enterprise Europe Network Node for the region since 2008.

Also attached to the Regional Ministry of Economics, Industry, Commerce and Knowledge, the **Technological Institute of the Canary Islands (ITC)** is the body responsible for preparing and for executing the regional policies on Energy, Research, Technology and Innovation. Through its Innovation Division, the ITC channels the capacities of research and technological development existing in the Canary Islands, orienting them to the development of small and medium-sized companies, encouraging their collaborative activities and increasing the efficiency and coherence of existing policies.

The Enterprise Europe Network services will be carried out through the ITC Innovation Department, with more than 20 years of experience fostering innovation in SMEs. It has been actively involved (together with the DGPE) in the Enterprise Europe Network since 2008, being the organization responsible for the services related to technology transfer, research and innovation, as well as member of the former *Innovation Relay Centre (IRC)* since 1995. The ITC Innovation Department has been involved in the development of the Canary Islands **Smart Specialization Strategy (RIS3)** giving support to the Canary Islands Agency of Research, Innovation and the Information Society.

The ITC is the partner expert on the specificities of Horizon 2020 activities and thus the partner selected for the implementation of the corresponding activities within the work programme of the EEN Canary Node.

Enjoying a long track and recognized experience acquired during more than 100 years providing services to Spanish companies, the **Chambers for Commerce, Industry, Services and Navigation** are corporations dedicated to consultancy and collaboration with Public Administrations on every issue concerning the representation, promotion and defense of general interests for commerce, industry, navigation and services. For the purpose of the Enterprise Europe Network it is worth mentioning that the Chambers of Commerce have competences on areas such as the administrative innovation and simplification in procedures for the launching and development of economic and business activities, as well as the implementation of digital economy in companies, among

others, with a special focus on the general advice and support to SMEs.

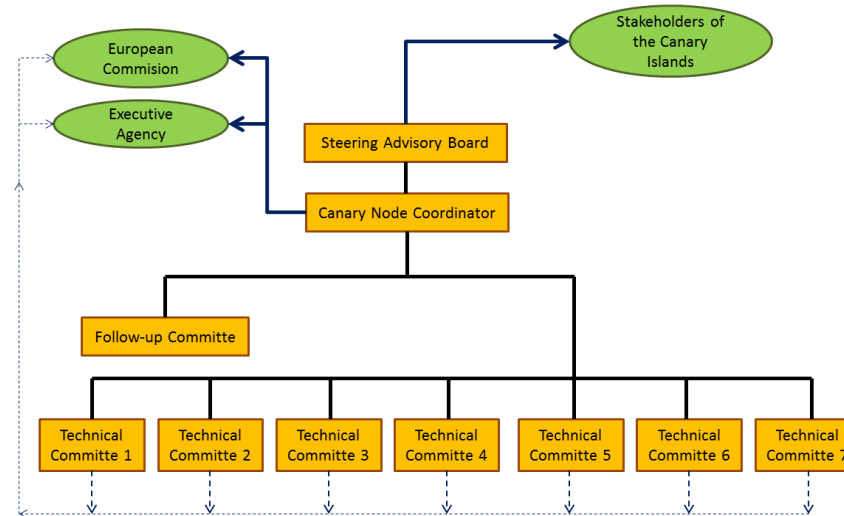
The main objective of the Chambers of Commerce in Santa Cruz de Tenerife and Gran Canaria is providing support for the development and efficiency of the regional companies through the internationalization, including tourism, and the innovation as means for business growth. Thus local SMEs are trained and advised with an important focus on internationalization and competitiveness improvement, providing such companies with a specialized support in destination markets.

The services offered by the Chambers of Commerce are focused on promotion, training and information activities:

- Promotion activities include direct and inverse commercial missions, participation in trade fairs and business and brokerage events.
- Training activities, mainly on internationalization and business competitiveness, include training programmes, language learning programmes, intensive seminars, information days on foreign markets (Africa, Europe, Asia, America).
- Business advising and information activities include specific services to companies, weekly newsletters, informative sites such as AfricaInfoMarket and in general, services for European information, fostering of business internationalization, innovation and technology and knowledge transfer.

These previous paragraphs point out how the profile of the proposed participants is aligned with the objectives of the EEN project and the way the EEN activities fit into and create a complementary offer in relation to the current business support services provided by the different partners of the consortium.

The management of the project will lie in the establishment of different Committees to ensure an agile and efficient performance of the project tackling. It will go from technical aspects concerned to each block of activities (WPs), to strategic issues linked to the regional business and innovation system. Hence, the articulation of each block of activities requires a clear project coordination mechanism. In particular, the management and communication process within the Canary Node project is based upon 4 types of organizational units, each of which has clearly defined and complementary roles and responsibilities. The following figure shows the 4 different management entities (in yellow colour) that comprises the management structure.



DGPE will fulfill the role of Project Coordinator, serving as the intermediary between the European Commission and the consortium, and shall report and be accountable to the Steering Advisory Board. Coordinator communications will be directed downwards to the Follow Up Committee and the different Technical Committees in that order.

A Technical Committee for each block of activities will be created. These Committees will follow up the working plan and objectives, proposing measures to correct possible deviations. Each of them will be composed of partners involved in the respective block of activities and will have a leader in charge of the coordinating block and communication with the Canary Node Coordinator. Technical Committees will hold at least four meetings per period.

In an upper step, a Follow Up Committee will be established in the project as the ultimate decision-making body. The main function of this Committee is to deal with all aspects related to the implementation of a “Network of excellence”. Each partner in the consortium will be represented in this Committee and shall be entitled to one or two representatives. The Follow Up committee will be chaired by the Canary Node Coordinator, being in charge of developing and evaluating common tools and procedures, monitoring results of the whole project, designing common systems of reporting, as well as planning co-ordinated activities. The outputs of these activities will feed the continuous process improvement. Follow Up Committee will hold four meetings per period.

On the top, a Steering Advisory Board will link the Canary Node actions to the regional business and innovation system. Being composed of representatives of the stakeholders involved in services to business and innovation within the Canary region, the Advisory Board will oversee the achievements of the Canary Node and guide its performance to meet needs of the regional enterprises detected by all of them. This Board will hold an annual meeting to show the Canary Node results and to discuss further developments and strategies.

Finally, mandatory decision rules and agreements are necessary for the success of the project. The decision making process will follow the guideline to reach agreement as close as possible to the level of execution. The decision making mechanism of the Canary Node relies on the Follow Up Committee, in which all partners are represented. The Follow Up Committee will adopt the following decision making principle, which is primarily directed to ensure that no

decision that might affect the collective interest of the partners will be taken. More specifically:

- Whenever an issue is raised that implies a decision to be taken, this issue is submitted to the Follow Up Committee by one of the project partners
- In the submission, the partner specifies a list of possible solutions, and proposes its favorite solution, and a deadline for taking a decision
- All project partners can express their opinions about the submitted issue, until the deadline
- The proposed solution which gains the highest number of consents from partners is adopted
- In case more solutions gain the same number of consents from different partners, then the opinion of other project partners is also considered
- In case more solutions gain the same number of consents from project partners, then the proposed default solution is adopted

This decision making mechanism clearly states the responsibilities of each partner in the decision process, ensures that the interests of partners are always considered first, and provides a conflict resolution mechanism that ensures that a decision is always taken in short terms.

The experience gained in the current ongoing period (2017-2018) supports the decision to maintain this organisational structure and decision making mechanism for the new period 2019, as it suitably responds to the needs usually raised on a daily basis in a consortium not too large in terms of "active participants" (4) but reaching certain degree of complexity if we come to consider the whole local network of collaborating partners.

B.2.2 Operational/Technical Capacity: Skills, expertise and role of key staff involved in the project

Participant No	Name of the staff member	Summary of relevant skills and experience	Role in the project	Allocation to the project (%)
1	Cristina Hernandez	Degree in Economic Sciences. Upper reaches of Commerce and Marketing. She has held several public positions related with business issues such as the Head of the Directorate General for Tax Office of the Government of the Canary Islands and the Head of the Directorate for Economic, Budgetary Affairs and Commerce of the Insular Government in La Palma Island. From January 2017 she is the Head of the Directorate General for Economic Development of the Government of the Canary Islands. Since 2017 she is the General Coordinator of the Enterprise Europe Network Canarias.	Project Manager Senior Expert	48%
2	Montserrat Cabrera	Degree in Economics. Civil Servant in the Canary Islands Government since 1992. Senior Technician on Economic Planning and Economic Promotion Departments of the Government of the Canary Islands. She has been involved in the following roles and responsibilities: programming the European Structural and Investment Funds (ERDF, ESF, CF, EAFRD and EMFF), implementation of regional programmes (selecting,	Senior Operational Staff and Expert	60%

		monitoring and evaluating), coordination of different European policies in the regional programmes (such as Research and Innovation, Information and Communication Technologies, SME competitiveness, Environment, Equal opportunities), coordination of financial instruments for SMEs, subsidies for internationalization of SMEs. She has accumulated experience of 24 years in management related to the European funds.		
3	Jose Ramón Funes	Degree in Economics. Master in Direction and Management of Public Administration. Coordinator support to the EEN (Enterprise Europe Network) since January 2015. Head of the Economic Information area in the Economic Promotion Department of the Government of the Canary Islands. Commissioner for punctual services of the Canary Island Government in Brussels delegation. Performing functions of coordinator in different areas of the Government and relations with the European Institutions, especially European Parliament, Autonomous Communities and the National General Administration. Analysis and planning and socio-economic prospective studies. Academic training and work experience specialized in European affairs gained over more than 25 years.	Senior Expert	17%
4	Alma Cruz	Degree in Economics and Business Studies. Since 2000 she is Head of the Innovation Department at ITC, consisting of 20 technicians. She runs the operational management of regional networks for innovation promotion and business development, as well as the coordination for the development of different Regional Innovation Strategies. She coordinated the ITC team in the Innovation Relay Center and from 2008 the Enterprise Europe Network.	Senior Expert	20%
5	Lucía Dobarro	Electronic Engineering and MBA. She is leader of EU projects in entrepreneurship and services for SMEs and clusters. Since 1999 -as member of the Innovation Relay Center- and since 2008 - member of Enterprise Europe Network-, she has been involved in R&D support actions and technology transfer services for SMEs.	Senior Expert and Operational Staff	50%
6	Teresa Rodríguez	Bachelor in Industrial Engineering and master in Occupational Risk Prevention. Since 2004 –as member of the Innovation Relay Center- and since 2008 –as member of the Enterprise Europe Network-, she has been involved in support services in internationalization, EU funding issues and technology transfer to SMEs. Since 2014, she is Key Account Manager of the SME Instrument.	Senior Expert and Operational Staff	70%
7	Iñigo Oramas	Degree in Chemistry (Industrial Chemistry). Since 1998 he has been involved in regional, national and international projects and activities addressed to support SMEs innovative actions. He has also experience as Quality Management Consultant. Since 2014 he has been involved in the Enterprise Europe Network services, enhancing the	Senior Expert	20%

		innovation management capacity for SME in the Canary Islands.		
8	Guillermo Martín	Degree in Physics. From 1998 till now he has been involved in several regional, national and international projects and activities addressed to support SMEs innovative actions. He is an expert in SMEs Innovation Funding Programmes and Cluster Policies. Since 2014 he has been involved in enhancing the innovation management capacity services for SME % Cluster in the Canary Islands.	Senior Expert	20%
9	Pilar Guerra	Degree in Economics and master in Engineering and Environmental Management. Since 2017 she has been working in the Innovation Department as facilitator in open innovation process in Demola Canary Islands, training seminars and workshops, management and coordination of working groups.	Senior Expert	40%
10	Clarissa Pierobon	Graduated from the University of Padova, Italy, with a Bachelor degree in Political Science, Human Rights, International Relations and a master's degree in Science of Government and Public. From September 2012 to September 2013 works for different International Organizations: MCAPAZ (Tenerife, Spain), Unicef, Action Aid (Padua, Italy), Madre Organization, (New York, USA) like Program Assistant. She is currently finishing the PhD in the University of La Laguna, focusing on Economy Department, Regional Development, and writing a thesis in collaborative economy with the mean of Biodistrict European model.	Expert	20%
11	María Dolores Pérez	Considering the knowledge of our General Manager in terms of European policies, her view of business management and innovation, connected with her markets knowledge will provide us the opportunity of widen our horizons in terms of how we will support and facilitate access for canary companies to cross-border cooperation and internalization. It is appropriate to emphasize the leadership and people management skills that will allow us to attract, retain and motivate all the entrepreneurs involved in this project. Before becoming General Manager of the Official Chamber of Commerce of Santa Cruz de Tenerife, she has played his position as Director of the Department of Entrepreneurship which gives ample capacity and vision about the needs of SMEs target of the project.	Senior Expert	10%
12	María del Carmen Hernández Aguilar	Bachelor in Business Administration and Management at the University of La Laguna (Spain). She has oriented her professional career to offer support to Canarian companies that wish to start their internationalization. She belongs to the Foreign Trade team of the Chamber of Commerce, where she has received specific training in customs management and international tenders. In 2018 she joins the European	Operational Staff	100%

		Enterprise Network.		
13	Pilar Alcaide	Taking into account the knowledge of our general manager in terms of European policies and legislation, her view of business management and innovation, connected with her markets knowledge will provide us the opportunity of widen our horizons in terms of how we will support and facilitate access for canary companies to cross-border cooperation and internalization. It is appropriate to emphasize the leadership and people management skills that will allow us to attract, retain and motivate all the entrepreneurs involved in this project.	Senior Expert	16%
14	Chiara Rotondo	A constant and strong dedication on European structures and affairs has been the main feature of both her academic and professional career. While attending a bachelor's degree in political science, International Relationships and European Studies, she benefited from an Erasmus Program to spend two semesters in Nantes, France as well as completing an internship at the University of Seville, allowing her to develop her multilingual skills as well as getting used to work in a vibrant and international environment. She attended a Master's Degree in European Studies at the University of Seville. She has built all the necessary skills for managing the multifaceted process of guaranteeing successful and long-term cooperation between Canary and international companies, with regards to different markets and enterprises.	Operational Staff	50%

Work Package 1. Advice, support and information activities

WP. 1.1 Objectives of the Work Package

The advice, support and information activities work package aims at reaching some objectives which are described below.

One of the first goals is to encourage the participation of Canary organisations (SMEs and R&D centres) in regional events to involve them in the process of internationalisation and promote the business and technological capabilities of the Canary Islands.

These activities will be mainly focused on the participation in events organised by the consortium and/or in coordination with the network of partners and other local actors, pursuing:

1. Training our clients to enhance their skills and their capacity for internationalisation and innovation.
2. Raising awareness of Network services, EU policies, programmes and funding opportunities and new markets including Europe, Africa and Latin America.

The events can have different forms such as presentations, workshops, seminars and training with groups of clients, but always ensuring a European dimension in all of them.

We shall try to support and constantly improve the access, quality and professionalism of the integrated services provided by the Network. At the same time, we look forward to increasing the awareness, particularly among SMEs, in order to face issues related to EU policies.

Starting to reach the general principle of proximity of services to SMEs, the actions to be developed in this activity are aligned with the aim of "Promotion of EU policies and programmes and connecting companies, in particular SMEs, to EU policy making (Europe near to/listening to SMEs)".

Another interesting objective to be reached is to promote pro-actively and answer any questions about EU initiatives, policies and programmes relevant for SMEs, as well as provide information to SMEs on the application procedures for such policies and programmes (cooperation profiles, European programmes, funding, Horizon 2020, COSME, etc.).

For this purpose, we will apply the principles of excellence, proximity of services to SMEs as well as the 'no wrong door' principle and the mechanisms of signposting and follow-up of target audience inside the Network.

Complementarily, another important goal is not only to promote and present the Network services to the regional SMEs and assess their potential future needs in order to become a Network client but to reinforce the participation of existing clients and their achievements.

The face to face meeting with companies will allow us to identify the needs raised by them at all times, increase the number of clients and constantly maintain and improve the access, proximity and the quality of the integrated services supplied by the Network towards them, searching for the greatest possible knowledge of the Network among regional SMEs, and giving more visibility to Network brand and brand culture.

However, although the consortium will define advice, support and information activities based on the future needs detected for SMEs, the service delivery will be enriched through the combination of this approach with already analysed and contrasted requirements from regional companies. In this sense, companies in the Canary Islands raise some weak points where focused advice and support services are highly required in relation to aspects such as language, foreign trade, e-commerce, digital economy or innovation and technology based cooperation.

This initiative will be continued based on recent studies on the current regional market and thus separating regional companies by sector and island.

In this regard, the consortium sets a twofold objective. On one hand we intend to better identify the target audience in order to recruit new clients with real potentiality to benefit from our services. On the other hand, we shall develop a more active strategy for gaining the loyalty of our existing clients,

¹ Should you have more than 2 Work Packages, please copy/paste a Work Package's structure as many times as necessary.

increasing second visits, continuous consultancy, diversifying services and implementing a more frequent monitoring.

Complementarily the communication to be carried will target both a case-by-case basis to those SMEs it is best suited for (on-demand approach) and those SMEs that receive a larger number of services from the Network.

In any case, for the new period 2019 the EEN Canary Node will adopt an even more client-centric and "hub and spoke" model for designing services around a client/company, and in particular for client SMEs. The Network hub or consortium member first responding a client demand will be the support integrator for the individual client, providing the core services and pulling together the 'spokes' of other consortium members to provide additional or more specialized services available in the region or across the EU. This will permit to share services across the Network on the one hand, and across the local and/or EU ecosystem on the other.

Furthermore, the EEN Canary Node will make the necessary adjustment and take the proper coordination actions among its members in order to integrate and align the basics of the "hub and spoke" model with the idea of the Network "client journey", understood as an active contribution to the SME client's growth journey in terms of increasing its grade of innovation, internationalization and access to the Single Market. Although depending on the specific case and need of each SME, in a general approach the "client journey" would cover both partnering and advisory services with a potential link to more specialized KAM/EIMC services when so considered.

In this respect, it is the intention of the Canary Node to carry out frequent promotion activities to identify potential H2020 clients, as well as pursue that clients receiving EEN-H2020 services could easy and complementarily access to the whole range of EEN services (e.g. partnering support, regulatory support, etc.) depending on their actual needs. This is even supported by the fact that the partner ITC, which is in charge of H2020 services, is actually playing a very relevant role in the provision of partnering and advisory services as well.

Finally, this work package aims at reaching the goal of promoting Canary SMEs in the process of internationalisation and innovation, facilitating market access and transnational collaboration/partnership built mainly with Europe but also with Africa and Latin America, with the final objective of:

1. Enhancing the business and technological co-operation services for all SMEs
2. Assisting SMEs to develop cross-border activities and international networking

The business and technological co-operation goal is focused on the promotion and support of businesses creating an environment in which SMEs can thrive and exploit the existing advantages and achieve their own objectives in a global market.

WP.1.2 Description of the Work Package

The consortium, in coordination with the network of partners in the Canary Islands, will organize and will take part in regional events jointly when the objective is the dissemination of general services of the Network, whereas for events with specific topics each partner will have its own initiative.

We will organise local and regional events related to information sessions, seminars, info days, workshops, conferences, etc., in order to provide information addressing regional SMEs in the development and application of European policies, European programmes, specific calls, or topics for the specific clients such as clusters, private consultancies, incubators and public enterprises.

The goal will be the dissemination of current European policies and other items of interest to the Canary business sector and other public and private bodies. These events may be organised by the consortium, or in collaboration with other Institutions (local, regional, national or European). In order to provide a higher added value to the Network services we will get in close contact with regional Network members and other members of the EEN.

At the same time and due to the importance of implementing a top-quality training process, we will organise training sessions aimed at our current and potential clients, either independently or together with other bodies, other members of the network or even with the European Commission. These will generally be short sessions that will nevertheless be sufficiently intense to be able to transmit a basic but complete idea of the subject in question. The training sessions will be designed to implement peer to peer learning tools and methods that facilitate the exchange of best practices and enhance the

The methodology will be as follows:

- We shall carry out dissemination about the regional events through our website, CRM and electronic newsletters. At the same time, we shall bring the information to the notice of our collaborating partners, the CIDE Network², the business clusters and other regional actors.
- For every event, we shall carry out a registration and pre-registration of the persons attending and work out a programme and the promotional material necessary. Those attending jointly with the informative and/or training material will have a quality questionnaire to evaluate the organisation of the event, facilities, teaching staff, speakers and whether the event has fulfilled their expectations. Once the information from the questionnaires has been compiled, a report will be written with the global results for each local event organised, with the aim of establishing the improvements that are necessary.
- In order to detect the training content that is most appreciated by SMEs, they will be given a leading role so that they can inform in advance about those subjects being most interesting and compatible with the nature and spirit of the Network. In many cases, events will be organised aiming at those specific sectors capable of benefiting groups independently of greater or lesser numbers.

We shall not ignore the dissemination of items arising from the Programme for the Competitiveness of Enterprises and SMEs (COSME) and the Programme for Research and Innovation (Horizon 2020).

The consortium will keep contact with the Network members, especially with other European outermost regions, with the purpose of fostering the search for synergies and promotion of joint activities.

From another perspective, this activity or work package is defined as a question and answer service advice on EU-relevant topics carried out orally during company meetings, local or regional events, or electronically via mails received/sent from other Network partners, local communications tools or via our website, from our collaborating partners, business clusters, regional agents, etc.

The consultations may address a wide range of subjects related with the application of EU regulations, the advantages that may be obtained from the European Single Market, the presentation of projects to European competitions, sources of funding, European policies, institutional aspects, technology transfer, Horizon 2020, COSME, etc.

Generally, the replies are sent to our clients in writing so that there is a record of them being drawn up and sent, which is normally done by e-mail. The questions from our clients will always have a response as soon as possible, following the code of conduct. It is a matter of offering a dynamic service, which is complete and professional, close to the companies and which saves them time and money.

The first thing to do when receiving a question from a client is to correctly identify its needs and objectives. On the basis of this analysis, it will be necessary to recognise whether we can provide a complete and sufficiently-specialised response or whether the client requires complementary advice supplied by another organisation. If the answer is made exclusively by the staff of the consortium, all the resources at our disposal will be used: European databases, other Internet resources, printed documentation, etc. The answers may be either in the form of developing documentary files or a report of advice.

For this purpose, we apply the concept of “no wrong door” in such a manner that the companies obtain all the information and advice possible, that whenever necessary will be completed by professionals from other organisations therefore orienting and advising the company correctly

² www.redcide.es

(signposting mechanism).

In this sense, our coordination with other public and private organisations is also fundamental at the regional, national and European level. Cooperation with the rest of the Network is indispensable. At the same time, our network of collaborating members with whom we have a formal cooperation agreement, can be extremely useful for the solutions to consultations.

The consortium is also constantly designing and planning a working methodology for capturing new clients. In the preparation of joint activities, we will follow a methodology where we will carry out presentations which have been previously agreed by the consortium in order to explain to potential clients the structure, themes and functioning of our services, as well as descriptive and specific leaflets on our services.

Likewise, in the company visit actions we shall share our methodology and resources so as to deal with a larger number of companies. In these last years it has been our intention to make an effort on this activity for the consortium to show an image of single network. The new clients captured from these actions will be shared by all the partners within the CRM system of the consortium.

For the recruitment of new clients and for making first visits we enjoy the collaboration of other local networks such as the CIDE Network, which is coordinated by the ITC and whose staff is shared with the EEN Canary Node. The services of internationalisation and the search for European funding are included in the service charter of the above regional network, which makes possible to have a very important capillarity all over the Canary territory and locate the most specific target clients.

An effort will also be made to maintain collaboration agreements with other networks of a stable nature which are established in the Canary Islands.

The DGPE, ITC and both Chambers of Commerce will take more intensive advantage of the contacts with companies approaching them in order to carry out steps of diverse nature with the aim of advising on matters proper to the activity of the Network.

Finally, it is worth mentioning that the methodological criteria to take into account when considering a company as a client of the Network is set by the moment of any application for information, advice or consultation, in the same way that those clients registered through our data base by means of filling in the registration form.

Through this work package the consortium shall also devote special attention to the management of innovation with the intention of strengthening the Canary business sector, to enhance the innovative capacity of companies as a means to increasing their competitiveness, to contribute to sustainable growth and, as a consequence, to encourage employment and the creation of wealth in the region.

The methodology for these actions will consist in locating and identifying companies potentially eligible to initiate a process of internationalization and innovation. We believe this phase is crucial because it would facilitate the achievement of some of the main objectives proposed for this activity. However, we do not rule out promoting Canary companies and encouraging them to initiate any new activity to access new markets and innovation as a form of development.

Once the companies have been identified, we receive the applications for information through our website, our collaborating partners, clusters, regional events, etc. Once the application is analysed we proceed to search the proper information, which might raise a direct response, and then we bring it to the attention of the client (signposting among the consortium, locating contact details, information on funding, etc.). Generally, the application for advice will require a personal interview with the company, thus many B to B meetings will be held where the services of the Network will be used.

Thus we will provide specialised services to our clients (SMEs, entrepreneurs, clusters, private consultancies, incubators, public enterprises, etc.), with a special focus on SMEs when it refers to advisory services, that can range from, among others:

1. Technology, business and innovation reviews, i.e. reviewing a technology or a process, assessing the business or the technical potential of a new product or an innovative idea or a business idea with a view to proposing brokerage services, etc.
2. Support to finance EU projects, assisting in access to EU programmes, particularly COSME

and Horizon 2020, and other European programmes (fostering SME internationalization), assisting in how to apply for a call, to complete project proposals, etc.

3. Other types of intensive support related to internationalisation and innovation on issues such as standardisation, legislation, taxes, foreign investments, innovation management, globalisation of regional clusters, producing market and country reports.
4. Support on introduction to Intellectual Property Rights issues.
5. Services to other regional providers of SME services and activities contributing to the Canary support system, encouraging them to take up good practices.
6. Innovation and technology transfer specially addressing SMEs with a high potential for innovation and technology adoption.
7. Advice on energy and resource efficiency with a focus on access to finance for areas such as eco-innovation and green entrepreneurship.

When offering this package of advisory services and in an added-value manner, in the period 2019 the EEN Canary Node will incorporate and pay special attention to tailor-made services focused on both start-ups and SMEs with high-growth potential in order to help them get to a next level and scale up their activities in the Single Market and/or COSME participating countries. For that purpose, cross-sector experienced Scale-up Advisors have been appointed within the Node in order to provide impact-generating services to scale-ups and to continue developing their capacities and local cooperation arrangements. In principle two persons will be in charge of such tailored advice, Jose Ramon Funes from DGPE and Alma Cruz from ITC, to whom will be derived clients being potential beneficiaries of this type of advisory services.

Among the wide range of services addressing entrepreneurs and companies, the EEN Canary Node will use a "Tender Alert System" oriented to inform companies in an occasional - twice a month - and personalized way about events, calls, consultations, managerial initiatives proposed by the European Commission or by the Canary Node, as well as European news of special interest for the regional business sector.

This "Tender Alert System" will work via the e-mail. Besides, the contents will be reflected also on our website. Starting from this e-mail and if necessary, we will offer to the clients demanding an extension of the news more information and a proper advice. This service is especially useful for disseminating tender calls, awards, etc., subject to strict deadlines for submission, as it allows a fast reaction from possible beneficiaries concerned.

Finally, the data required to ascertain the Network's impact of this WP's activities shall be gathered in qualitative questionnaires submitted by the Network partner to each client receiving an in-depth Network service, that in some cases could lead to the register of Achievements in the Network's Achievements Database.

WP.1.3 Participants Involved in the Work Package			
Participant No³	Role	Main tasks	WP Effort (persons/month) ⁴
DGPE	Work Package leader Leader and contributor in business cooperation/internationalization events, supporter in others Information and advisory services provider	All organizational matters Quality and in time responses to enquiries Business and innovation support to clients	4,28
ITC	Leader and contributor in technology, R&D and innovation events, supporter in others Information and services provider	All organizational matters Quality and in time responses to enquiries Technology transfer and innovation support to clients	8,09
CCSCTF	Leader and contributor in internationalization events, supporter in others Information and services provider	All organizational matters Quality and in time responses to enquiries Business and internationalization support to clients	2,65
CCGC	Leader and contributor in internationalization events, supporter in others Information and services provider	All organizational matters Quality and in time responses to enquiries Business and internationalization support to clients	2,25

³ Applicants shall include one line per Consortium partner involved in the WP.

⁴ Person-months factors help to determinate the effort which is necessary to make a certain action done (Work Packages). To calculate it, multiply the total number of hours allocated to the relevant WP by 12 and divide the result by 1720. For instance, if 350 working hours are allocated to member of the staff X and 510 working hours are allocated to member of the Staff Y, the person-months of that work package is 6. $((350+510)*12)/1720$

WP.1.4 Subcontracting

Although the core services of the EEN Canary Node will be coordinated and delivered in a very high percentage by the EEN staff, subcontracting will be necessary to carry out the following activities:

DGPE and ITC:

- Professional services as speakers at training events, including presentations, accommodation and travel costs.
- Consultancy services in European Financing Programs: Collaboration with professionals to organize information days in specific calls for proposals of Eureka, COSME and Horizon 2020, etc. Individual advisory sessions, in cooperation with EEN staff, to evaluate project ideas, preparation of proposals and management of EU projects., including professionals' accommodation and travel costs.

CCSCTF and CCGC:

- Subcontracting of certain experts contributing with expertise and knowledge about the digital or traditional business expansion and business internationalization across the new digital channels (i.e., across the e-commerce).
- Professional services as speakers at training events, including presentations, accommodation and travel costs.

The EEN partners will identify and select the most appropriate regional, national or international subcontractors depending on the nature and complexity of the action where external support is required, at regional, based on a transparent and open process.

WP.1.5 Performance Indicators

Title	Brief Description	Target (quantity)
Participants in regional/local events	Number of participants attending regional/local events. The participants are the individual people attending the event, belonging to organizations that are in the client database or CRM tool.	-
SMEs/clients receiving individual advisory support	Clients of Network partners who have received advisory support to increase their competitiveness and their knowledge of financing, EU initiatives and legislation.	255
Advisory Services Outcomes (ASO)	<i>Result of a service rendered by a Network partner to a client that gives a significant and clearly demonstrable impetus to the client's competitiveness at European level, thus leading to an improvement of its economic situation.</i>	DGPE:15 ITC:6 CCSCTF:2 CCGC:2

WP.1.6 Planned effort		
Start month:	January 2019	End month: December 2019
Participant No⁵	Role in the project	Total person-months
1 (DGPE)	WP Coordinator and Expert	2,01
3 (DGPE)	Expert	0,8
2 (DGPE)	Operational staff and Expert	1,47
4, 7, 8, 9, 10 (ITC)	Expert	4,07
5, 6 (ITC)	Operational staff and Expert	4,02
11 (CCSCTF)	Expert	0,6
12 (CCSCTF)	Operational staff	2,05
13 (CCGC)	Expert	0,94
14 (CCGC)	Operational staff	1,3

⁵ Applicants shall include one line per category of staff involved in the project (e.g. coordinator, communication officer, expert, etc.). Consequently, more than one line may be necessary for each Consortium partner involved in the WP.

Work Package 2. Cross-border partnering activities for business cooperation, technology transfer, innovation and research

WP.2.1 Objectives of the Work Package

One of the main objectives of the cross-border partnering activities for business cooperation, technology transfer, innovation and research is to encourage the participation of Canary organisations (SMEs and R&D centres) in international events in order to involve them in the process of internationalisation and promote the business, innovation and technological capabilities of the Canary Islands. In this sense, a key group of activities will be focused on the participation of regional companies in events organised by the EEN partners such as company missions and brokerage events included in the EEN calendar of events, mainly in Europe, but also in Africa and Latin America.

In this context, it is to be mentioned that in the new period 2019 our consortium will jointly organize brokerage events with other Spanish nodes, potentially in the fringes of the following fairs: Congreso Internacional del Sector de Reparaciones Navales y Provisionismo de Buques (Canarias), Feria del Norte de Gran Canaria (Canarias), Alimentaria (Barcelona) AFRICAGUA (Canarias), VII Foro Internacional de Turismo (Canarias).

Another important target in this work package is to offer partnering opportunities up-to-date, efficient information on cooperation possibilities, new calls for proposals and European news that cover the needs of the regional companies and provide them with the support required to develop their projects. The information will be accessible through e-newsletters and the website (www.een-canarias.org).

Starting to reach the general principle of proximity of services to SMEs, the actions to be developed in this activity answer to the aim of "Promotion of EU policies and programmes and connecting companies, in particular SMEs, to EU policy making (Europe near to/listening to SMEs)".

Finally, there is a special aim to promote the internationalisation of the Canary Islands organisations from the business and technological point of view (outward), as well as to open new cooperation opportunities with European and other Network countries (inward) in order to achieve successful transnational partnership agreements, including:

1. Outward cooperation services. Generation of partnership proposals from local clients to be submitted, validated and distributed within the Network of partners using the Partnership Opportunities Database (POD)
2. Inward cooperation services. Dissemination of cooperation opportunities published in the Partnership Opportunities Database (POD) by means of the consortium website, e-newsletter and other regional networks and events.

Ultimately, the objective of developing internationally competitive companies will be crucial for the Canary Islands and therefore the facilitation of market access and the building of transnational collaboration and partnership scenarios.

We shall try to support and to constantly improve the access, quality and professionalism of the integrated services provided by the Network, as well as follow-up the negotiations to ensure that feedback on the outcome of the activities is provided and successful cases highlighted in success stories.

As mentioned for Work Package 1, for the new period 2019 the EEN Canary Node will adopt an even more client-centric and "hub and spoke" model for designing services around a client/company, and in particular for client SMEs. The Network hub or consortium member first responding a client demand will be the support integrator for the individual client, providing the core services and pulling together the 'spokes' of other consortium members to provide additional or more specialized services available in the region or across the EU. This will permit to share services across the Network on the one hand, and across the local and/or EU ecosystem on the other.

Furthermore, the EEN Canary Node will make the necessary adjustment and take the proper coordination actions among its members in order to integrate and align the basics of the "hub and spoke" model with the idea of the Network "client journey", understood as an active contribution to the SME client's growth journey in terms of increasing its grade of innovation, internationalization and access to the Single Market. Although depending on the specific case and need of each SME, in a

general approach the “client journey” would cover both partnering and advisory services with a potential link to more specialized KAM/EIMC services when so considered.

In this respect, it is the intention of the Canary Node to carry out frequent promotion activities to identify potential H2020 clients, as well as pursue that clients receiving EEN-H2020 services could easy and complementarily access to the whole range of EEN services (e.g. partnering support, regulatory support, etc.) depending on their actual needs. This is even supported by the fact that the partner ITC, which is in charge of H2020 services, is actually playing a very relevant role in the provision of partnering and advisory services as well.

WP.2.2 Description of the Work Package

The consortium shall publish a newsletter with offers and requests for cooperation, including both business and technological cooperation, as well as searches for partners on Horizon 2020 and other EU programmes. This newsletter will be delivered – probably weekly – in electronic format to our clients in order to expose business opportunities with potential partners in the Network. This newsletter will also be sent to the local network of collaborating partners, thus contributing to the concept of the “network of excellence”. Likewise, all the network partnership proposals will be accessible in Spanish from the EEN Canary Node website through a search engine for cooperation opportunities, allowing the user to make advanced searches by keywords.

In this context, the activity to be developed in this work package will put a special focus on the production, active dissemination and follow-up of offers and requests on:

- Business offer / request (BO/BR)
- Technology offer / request (TO/TR)
- Research and Development request (RDR)

In order to enhance the promotion of such activities, the consortium will identify clients with the capacity and interest in the internationalisation of their products and technologies in Europe and associated countries, through specific presentations on cooperation, personalised visits to companies and R&D centres, sectorial and personalised delivery of profiles and presence at brokerage events and company missions.

Once we identify a client with an interest in publishing a cooperation profile, we carry out a service of advice and support in the drawing up of a quality profile in accordance with the partnership proposals, and the subsequent follow up of the expressions of interest received. We also keep an internal record of the communications carried out.

In the case a client makes an Expression of Interest (EoI) about a profile published on POD or delivered through our electronic newsletters, an English description of the client is requested and we are responsible for making the request and exchanging contact details with the consequent internal record of the communications carried out.

The dissemination of Horizon 2020 and other EU partnership proposals is carried out according to the sector, by identifying among our clients those meeting the requested requirements. In this sense, we send the information on the proposal to the clients and put them in contact with the project coordinator. In the case it is the client asking us for the partner search, we provide an advice on the drawing up of the profile and disseminate it via POD and the Partnership Opportunities Database Forum, among the consortia of a specific country and the NCP. Similarly to the cooperation profiles, an internal record is kept of the communications carried out.

Once these dissemination activities are successful and we achieve partnership agreements (PA) in a joint manner with the company, research centre, etc., the report and statement letter of the agreement are drawn up, prepared and formalised in cooperation with the second Network partner, if any, and registered in the PA database.

At this stage, the consortium will make a special effort to attract the attention of Canary companies on the POD data bases with the aim of being aware of the opportunities for cooperation and access to new markets. For this purpose, we prepare presentations with the support of our local network of partners (business associations, PROEXCA⁶, etc.) and encourage companies by means of personal visits and/or via events or newsletters to become involved in the adventure of internationalisation.

⁶ www.proexca.es

With the help of the consortium website and the stakeholders tool, the collaborating partners and the regional CIDE network, we will disseminate the databases of commercial, technological and partner search profiles. At the same time, those EASME tools helping us to achieve transnational partnership agreements will be utilized.

We will promote an ongoing exchange of cooperation opportunities as well as information about local and regional markets included in this geographical area with the rest of the Network, thereby contributing to the concept of the “network of excellence”. Apart from being included in our databases, these opportunities will be also disseminated through the digital bulletins described further on.

We shall boost the consortium monitoring of those clients having used EEN Canary Node services related to the profiles of cooperation, either entering profiles of business or technological cooperation or being involved in a process of manifestation of interest in profiles (whether formulated or received). The final purpose being the achievement of a significant number of cooperation agreements.

Likewise, we shall implement actions aiming at boosting interest from companies in generating profiles of business and technological cooperation leading to partnership agreements. For this same objective, we shall continue to send out our cooperation newsletters in a personalised manner as well as identify profiles published on the POD in order to be delivered to our clients encouraging them to cooperate.

The extraction of profiles from the Database will be made on a weekly basis and trying to match with our clients’ activities in order to facilitate the potential access to cooperation. We shall also use the CRM to identify Canary companies which might be compatible with profiles published in such Database.

Alternatively, our partnering services would also comprise an internal review of the profiles and the contribution to the External Reviewers exercise, with one or two persons of the consortium appointed for such task.

Finally, the data required to ascertain the Network's impact of this WP's activities shall be gathered in qualitative questionnaires submitted by the Network partner to each client receiving an in-depth Network service, that in some cases could lead to the register of Achievements in the Network's Achievements Database.

WP.2.3 Participants Involved in the Work Package				
Participant No⁷	Role	Main tasks	WP (persons/month)⁸	Effort
DGPE	Brokerage event / Mission organiser and supporter Business partnership proposal generator	All organizational matters Inward/Outward business PPs and EOIs promotion	2,25	
ITC	Work Package leader Brokerage event organiser and supporter Technology partnership proposal generator	All organizational matters Inward/Outward technology PPs and EOIs promotion	9,63	

⁷ Applicants shall include one line per Consortium partner involved in the WP.

⁸ Person-months factors help to determinate the effort which is necessary to make a certain action done (Work Packages). To calculate it, multiply the total number of hours allocated to the relevant WP by 12 and divide the result by 1720. For instance, if 350 working hours are allocated to member of the staff X and 510 working hours are allocated to member of the Staff Y, the person-months of that work package is 6. $((350+510)*12)/1720$

CCSCTF	Brokerage event / Mission organiser and supporter Business partnership proposal generator	All organizational matters Inward/Outward business PPs and EOIs promotion	3,21
CCGC	Brokerage event / Mission organiser and supporter Business partnership proposal generator	All organizational matters Inward/Outward business PPs and EOIs promotion	2,89

WP.2.4 Subcontracting

Although the core services of the EEN Canary Node will be coordinated and delivered in a very high percentage by the EEN staff, subcontracting will be necessary to carry out the following activities:

ITC:

- Professional services as speakers for training oriented to international cooperation events.
- Provision of professional services of support in the preparation of Brokerage Events and use of social media for dissemination of specific information for the events. Strengthening the EEN staff activities during the identification and selection of clients, the preparation of the technological profile, advice on setting the agenda, monitoring during preparation for technology transfer events.

CCSCTF and CCGC:

- Provision of professional services of support in the preparation of Brokerage Events. Strengthening the EEN staff activities during the identification and selection of clients, the preparation of the business profile, advice on setting the agenda, monitoring during the celebration of the brokerage events.

The EEN partners will identify and select the most appropriate regional, national or international subcontractors depending on the nature and complexity of the action where external support is required, at regional, based on a transparent and open process.

WP.2.5 Performance Indicators

Title	Brief Description	Target (quantity)
SMEs/clients receiving individual partnering support	Clients of Network partners (primarily SMEs) who have received Network partnering support with the objective to engage in successful cooperation with foreign cooperation partners (primarily SMES), in a form like: <ul style="list-style-type: none"> • Business / commercial collaboration(s) • Innovation / technology transfer(s) • Collaboration(s) fostering the R&D activities of SMEs and leading to the participation of SMEs in European research programmes 	72
Brokerage events/company missions organised	Number of brokerage events (BE) or company missions (CM) registered in the Network's Events' Database in which a Network partner is organizer or co-organizer.	-
Meetings at brokerage events/company	Total number of face-to-face meetings which clients, supported by a Network partner to attend a brokerage event	170

missions	(BE) or company mission (CM) registered in the Network's events database in the reporting period, had at those BE/CM.	
Expressions of interest received	Total number of expressions of interest received on profiles published by a Network partner organization in the Network's Partnering Opportunities database in the reporting period.	85
Expressions of interest made	Total number of expressions of interest made on profiles published by a Network partner organization in the Network's Partnering Opportunities database in the reporting period.	126
<i>Partnership Agreements (PA)</i>	<i>Acknowledgement by one (or two) Network client(s) that entered in a concrete, medium to long-term international cooperation with another SME, company, research institution, researcher or private person with Network assistance.</i>	DGPE:5 ITC:10 CCSCTF:2 CCGC:2

WP.2.6 Planned effort		
Start month:	January 2019	End month: December 2019
Participant No	Role	Total person-months
6 (ITC)	WP Coordinator, operational staff and Expert	2,94
4, 7, 8, 9, 10 (ITC)	Expert	4,94
5 (ITC)	Operational staff and Expert	1,74
1, 3 (DGPE)	Expert	1,59
2 (DGPE)	Operational staff and Expert	0,66
11 (CCSCTF)	Expert	0,52
12 (CCSCTF)	Operational staff	2,69
13 (CCGC)	Expert	0,8
14 (CCGC)	Operational staff	2,09

Work Package 3. SME feedback activities

WP.3.1 Objectives of the Work Package

The main objective of this activity is to promote pro-actively community initiatives and policies relevant for SMEs and to provide information to SMEs on the application procedures for such initiatives and policies.

This contributes to the success of the European aim that urges the companies to make consultations and to obtain their opinions about different options for EU policies.

We shall try to support and to constantly improve the access, quality and professionalism of the integrated services provided by the network. At the same time, we want to increase the awareness, particularly among SMEs, in order to face issues related to EU policies.

Starting to reach the general principle of proximity of services to SMEs, the actions to be developed in this activity answer to the aim of "Promotion of EU policies and programmes and connecting companies, in particular SMEs, to EU policy making (Europe near to/listening to SMEs)".

WP.3.2 Description of the Work Package

The dissemination of on-line enquiries launched by the European Commission will be particularly useful as they are used in the drawing up of the Green Papers on European policy that lead to the White Papers, the European Commission's draft proposals. We are aware of the mechanisms by which legislation is shaped in the European Administration and, in order to ensure that the specific needs of our businesses are contemplated in this process, we will be particularly diligent in the promotion and dissemination of these enquiries, as well as in the promotion of participation by our companies in this tool. On-line enquiries will be disseminated by email, on our web site. They will play a particularly important role in providing feedback to the Commission's services.

On-line consultations constitute another particularly useful Commission-designed tool for the promotion of active participation by businesses in the decision-making processes within the EU institutions and for the gaining of first-hand knowledge of business opinion about a particular EU policy or regulation.

The methodology will be as follows:

It is necessary to contact, inform and disseminate the consultations among our businesses so that companies are encouraged to participate more actively. In order to achieve an increased participation, it will be useful to explain to businesses from the outset the extent to which their participation in these tools is of use, as well as offering a good advice to enable them to understand the purpose of the consultation.

The work carried out by the EEN regarding the motivation of SMEs to contributing to public consultations of the EU is just another way of contributing to the maintenance of this double communication route between the European Commission and the SMEs, which the Commission itself proposes as an objective for the network.

With this activity, we want to implement some of the commitments which the European Commission has made in its program "Small Business Act for Europe: initiative for small businesses". In this regard, we should remember that the abovementioned program states that the EU and Member States should design rules according to the principle of "think small first", taking into account the characteristics of SMEs when the legislation is developed. In order to translate that principle into practice, we should continue consulting stakeholders, including SME organizations, before preparing any legislative or administrative proposal that has an impact on firms, and we should also carefully assess the impact on SMEs of the future legislative and administrative initiatives and take into account the relevant outcomes in developing proposals.

We will collect the opinion of our clients and submit it through the SME Feedback database or redirect to SOLVIT.

The dissemination of the results from the client's feedback in our region will be the closing step of the methodology. We will follow a sectorial approach addressing specific groups and sectors depending on the topic treated.

WP.3.3 Participants Involved in the Work Package			
Participant No	Role	Main tasks	WP Effort (persons/month)
DGPE	Work Package leader Developer of the activity	Feedback mechanism rollout and dissemination	1,86

WP.3.4 Subcontracting
The activities included in this WP will be carried out only by the partner DGPE. In this regard, DGPE will be in charge of implementing the necessary tools and mechanisms for contacting, informing, inviting and consulting regional SMEs, promoting online consultations, disseminating results in the region and collecting the opinion of clients and submitting it to the SME Feedback database.

WP.3.5 Performance Indicators		
Title	Brief Description	Target (quantity)
Clients in feedback related actions	Total number of clients involved in feedback related actions in the reporting period thanks to the active involvement or intermediation of a Network.	15

WP.3.6 Planned effort			
Start month:	January 2019	End month:	December 2019
Participant No	Role	Total person-months	
1 (DPGE)	WP Coordinator and Expert	0,71	
3 (DGPE)	Expert	0,35	
2 (DGPE)	Operational staff and Expert	0,8	

Work Package 5. Promotion of Network services and communication activities

WP.5.1 Objectives of the Work Package

The main objective of the promotional activities is to provide network clients, especially SMEs, with a service of updated and accurate information that answers their needs and is useful for the development of their internationalization projects, technology transfer and support to the development of R&D&i projects at European level, transforming information into knowledge.

During the period 2019 we shall continue to try to achieve a full distribution network throughout the geographic territory of the Canary Islands. Thus we are aiming at informing Enterprise Europe Network Canary clients about Enterprise Europe Network services and building the brand and culture of the network, as well as increasing the number of clients registered on the website and providing better coverage of network services throughout the region. In this period, we shall continue to devote special attention to companies located on the smaller islands with the aim of bringing them closer to the European Union and reinforcing them in their links with the Union. Furthermore, an even higher consideration and effort will be allocated to the islands of Lanzarote and Fuerteventura, not covered by the consortium as a whole but by the partners DGPE and ITC individually. This will lead to an enhanced and closer proximity contact with SMEs located in those two islands, through the celebration of physical events (WP1) where the EEN staff will personally offer advice and support services to local companies. It is also envisaged that from time to time the EEN staff could personally assist a number of accumulated local enquiries for those islands.

We shall continue to support and to constantly improve the access, quality and professionalism of the integrated services provided by the network. At the same time, we want to increase the awareness, particularly among SMEs, in order to face issues related to EU policies.

Reinforcing the positioning of the EEN Canary brand in the regional business sector will still be a priority objective in this period. We are planning to give an image of a single network of services taking advantage of each and every one of the promotional actions which are proposed by each partner. We shall do our best to coordinate the participation in promotional stands, trade fairs, etc., at the level of the consortium.

We shall collaborate with other stable networks existing in the Canary Islands such as the CIDE Network and others which may be promoted by the Canary Islands Government over the next few years in order to channel the information from the EEN to the largest possible number of client companies. Together with the close cooperation already maintained with the local network of collaborating partners in the Canary Islands, this will act as a powerful and innovative method/tool that will help the EEN Node to significantly increase the number of new clients, with a special focus on SMEs. In this sense, we will design and implement new cooperation actions that could lead to an enhanced sharing of resources and information between the different collaborating partners and the EEN consortium.

Together with the inescapable objective of recruiting new companies, we consider necessary to dedicate a significant portion of our effort to continuing to provide special attention to our current clients, it being understood that such commitment will lead to the increase in the chances of achieving partner agreements, gaining them as members and participants on the website.

WP.5.2 Description of the Work Package

The consortium in a joint and coordinated way will implement a Communication Plan aiming to improve visibility among potential clients of the Network and regional actors in order to increase the number of visits to the website, client registrations, service requests and diffusion of the results, with an internal and external common communication strategy.

The following communication actions, including the updating of content when necessary, will be carried out:

- Developing content of communication, writing press releases, press kit, articles, opinion, and development of reports.

- Developing of audiovisual contents, development of videos and success stories, TV and radio ads.
- Management communication, press kit, management campaign of promotion and training brochures.
- On-line Communication, newsletter, multimedia presentations.
- Follow-up of mass media, conventional and on-line media.
- Enhancement of visibility and communication through social media in general and social networks in particular

The consortium will update the content of the <http://www.een-canarias.org> website improving the visibility and accessibility to the services. The website will incorporate access to the social media (Facebook, LinkedIn, Twitter, Youtube), attempting to make the services more visible and linking up with other websites related with entrepreneurship and other business areas.

In addition, the consortium will identify new written and on-line media in order to spread knowledge of the results and success stories generated in the Canary Islands.

In this regard, the consortium will firstly define the basis and criteria under which a business story is to be considered a success case and thus is to be published and disseminated as a best practice attending to the characteristics and conditions of the Canary region. Secondly the consortium will design an effective follow-up procedure in order to correctly track and assess the evolution and impact of such business cases at all levels. Finally, the consortium will plan the publication means and tools to be utilized for an appropriate and effective dissemination of each success story, especially addressing specific sectorial groups according to interests and application and replication possibilities at a regional, national and European level.

In general, the consortium will use as tools to promote the services among its clients the following instruments:

- E-newsletters and Business and Technology Newsletters
- Video
- Leaflets
- Websites
- Media campaigns
- Social media and network campaigns
- Presentations
- Events
- Network's intranet

In order to improve the knowledge of the "Enterprise Europe Network" brand and graphic image among the companies, it will be necessary to develop common promotional material (such as pens, folders, stationery, etc.) which will include the logo and name of the network. The abovementioned material will be distributed in all those actions where the network is promoted (presentations of the network, events, visits to companies, brokerage events and company missions, etc.). This promotional material will be planned according to the principle of budgetary control, so that what is done has the greatest possible impact/dissemination but at the lowest possible cost.

From the standpoint of methodology for carrying out the work described above, all the partners will work together on all details relating to planning, design, strategy and execution of each action. This is considered to be essential for a good understanding and close communication within the consortium with a view to conveying a unified image of the "Enterprise Europe Network" concept to the business sector in the Canary Islands.

We shall establish an agenda of promotional activities for all the partners with the aim of achieving better planning and having greater visibility of everything undertaken by the network in the Canary Islands.

The consortium will keep contact with the Network members, especially in outermost regions, with

the purpose of fostering the search for synergies and promotion of joint activities.

As done until now and besides implementing its own strategy, the consortium will continue to take part in the common coordination and communication strategy between the members of the Spanish consortia in order to be as much effective in the promotion of activities at consortium level as possible, and to avoid duplications.

The Spanish consortia that have been part of the Network from 2008 to 2018 created in 2012 a Communication Working Group in order to increase this cooperation to the national level. This working group includes at least one member from each consortium who is in charge of the dissemination of the adopted decisions to the rest of the Spanish members of the Network. This working group has been working in a common national website, common leaflets and videos, common national strategy in social media, development of common events, etc. It is in charge also of diffusing among the Spanish Network members all the information from the Network Communication team, and to coordinate the general information that can be sent to the Network.

The consortium will implement the needed changes, in digital supports, attending to the new and refreshed Network visual identity, as developed by the Communication Champions group, as well as make use of the tools, templates and guidance available.

The consortium staff is fully aware of the importance of a general communication strategy and knows about and puts in practice all the resources developed by the Network (success stories, graphic chart, use of logos, communication kit, etc.). Therefore, every single partner will rely and leverage on a consolidated communication expertise provided by the staff involved in this WP.

We will promote among the partners the use of the Intranet provided by the Commission, as a channel of communication within the network and the EASME.

Last but not least, the Network partners will promote the Network and its services to their host organizations (ensuring among others that the Network is clearly featured on the host organization's websites) and to other regional business assistance providers in the form of key local stakeholders and collaborators, as well as requesting from them more extensive and complementary services when necessary. For that purpose, it is required from the very beginning a high level of involvement and commitment in the Network project from both any business oriented local stakeholder and the different host organizations participating.

WP.5.3 Participants Involved in the Work Package				
Participant No	Role	Main tasks	WP Effort (persons/month)	
DGPE	Work Package leader Communication strategy and development and implementation	Promotional material and dissemination actions	3,45	
ITC	Communication strategy and development and implementation	Promotional material and dissemination actions	4,4	
CCSCTF	Communication strategy and implementation	Promotional material and dissemination actions	1,01	
CCGC	Communication strategy and implementation	Promotional material and dissemination actions	0,97	

WP.5.4 Subcontracting

DGPE:

Subcontracting will be necessary to carry out the following activities at consortium level.

- Update and follow-up of the communication strategy during the period 2019.
- Implementation of some actions in the Communication Plan.
- Design and Printing of brochures/leaflets.
- Design and preparation of promotional material.
- Development and production of promotional videos and success stories.
- Updating of the website and social media networks

The DGPE will identify and select the most appropriate regional, national or international subcontractors depending on the nature and complexity of the action where external support is required, at regional, based on a transparent and open process.

WP.5.5 Performance Indicators

Title	Brief Description	Target (quantity)
SMEs/clients using digital services provided by the Network	Number of SMEs/client subscribers, followers, fans, members, etc., receiving information via newsletters, business alerts and automated matching tools, tender alerts, RSS feed, or other service provided through social media (Facebook, LinkedIn, Twitter, etc.).	12.600
Cooperation with local stakeholders	Number of active collaboration with stakeholders in the reporting period, providing a noticeable result on activities carried out or results achieved.	15

WP.5.6 Planned effort

Start month:	January 2019	End month:	December 2019
Participant No	Role	Total person-months	
2 (DPGE)	WP Coordinator, operational staff and Expert	2,44	
1 (DGPE)	Expert	1	
4, 7, 8, 9 (ITC)	Expert	2,4	
5, 6 (ITC)	Operational staff and Expert	1,99	
12 (CCSCTF)	Operational staff	1,01	
14 (CCGC)	Operational staff	0,97	

Work Package 6. Network building and reinforcing the Network

WP.6.1 Objectives of the Work Package

The main objective of the participation in Network activities and Network training activities is to maintain and even increase the level of specialization of the staff involved in the EEN Canary services in order to offer to our clients a high-quality service. These activities are mainly referred to:

1. Network activities: participation in Enterprise Europe Network meetings, training sessions, groups addressing specific interests within the Network, conferences and other events. This includes national Enterprise Europe Network meetings, annual conferences, staff exchange, exchanges of good practices and joint transnational activities of Network partners.
2. Network training activities: participation in training programmes of the Network including training events in Brussels and other locations where the Network is present, e-learning opportunities and in particular attending a newcomer's induction course for the new staff members.

WP.6.2 Description of the Work Package

Each partner of the Canary Node will plan the participation in the activities of the Network for the period 2019, such as training sessions (centralised or decentralised) and events which improve the quality of the services, as well as the participation in official events of the Network (European and National Annual Conference, Contractors Day, Info days), EU promotion campaigns and other events launched by the European Commission (European SME Week, lectures on the Small Business Act, European Enterprise Promotion Awards, European Years, etc.). Likewise, meetings and activities with related regional and national organizations such as CDTI (Centre for the Development of Industrial Technology) and the National DG Enterprise will be borne in mind.

High-quality, on-going staff training is essential since it will enable our staff to be well-trained and up-to-date, committing to active follow-up of all learning activities. It will be necessary to choose carefully the type of training both at regional and national level, and above all at European level. Training sessions organised by the European Commission will be of particular importance even though in our case it will also be the costliest given the distance that separates the Canary Islands from the European continent. Newcomers staff will take part in training sessions and centralized newcomers' induction course organized by EASME. Other learning opportunities to be valorized include skills such as profile writing and reviewing and specific training paths for certain staff categories, such as coordinators or team managers.

We are also committed to on-line training. The most important objective is to ensure that our staff is well-trained and fully up-to-date, so that they are always able to offer the best possible answers to enquiries from our clients.

Additionally, the consortium will organise its own internal training sessions for its own staff, basically framed within the training offer promoted by the reception structure, that is to say, the Canary Islands Government.

At least one staff exchange will be done.

The consortium will keep contact with the Network members and will take part in events at national and European level specially with the outermost regions, with the purpose of fostering the search for synergies and promotion of joint activities within this WP. We will joint transnational activities of Network partners and we will maintain constant links with other Network partner and extend mutual know-how.

Finally and attending to current interests and regional strategies being promoted, for the period 2019 the consortium partners will assess their participation in the same (period 2017-2018) or different (or a combination of both) sector and working groups, as well as the update in the appointment of staff members to cross-cutting topics concerning all Network consortia (Thematic contact points). Concretely, the consortium intends to take part at least in the sector groups of Tourism and Environment, and the different thematic groups ongoing as happened in the last two years.

WP.6.3 Participants Involved in the Work Package

Participant No	Role	Main tasks	WP Effort (persons/month)
DGPE	Work Package leader Participant in certain Network and training activities	Attendee and content provider	2,88
ITC	Proactive participant	Attendee and content provider	4,47
CCSCTF	Participant in certain Network and training activities	Attendee and content provider	0,94
CCGC	Participant in certain Network and training activities	Attendee and content provider	0,87

WP.6.4 Subcontracting

There is no subcontracting planned for this WP.

WP.6.5 Performance Indicators

Title	Brief Description	Target (quantity)
Contributions to other partners' Achievements	Number of contributions to Achievements of other Network partners acknowledged by the partner(s) registering the Achievement in the Achievements database.	-
Active contributions to Network activities	Number of contributions to Network activities as speaker, trainer, chairman, coordinator, rapporteur, evaluator, or participation in activities designed to increase the performance, quality and identity of the Network.	33

WP.6.6 Planned effort

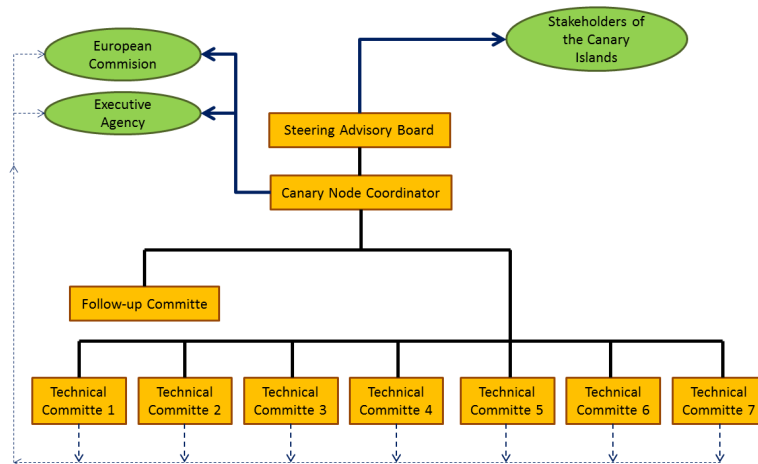
Start month:	January 2019	End month:	December 2019
Participant No	Role	Total person-months	
2 (DPGE)	WP Coordinator, operational staff and Expert	2,01	
1, 3 (DGPE)	Expert	0,87	
4, 7, 8, 9 (ITC)	Expert	1,87	
5, 6 (ITC)	Operational staff and Expert	2,59	
12 (CCSCTF)	Operational staff	0,94	
14 (CCGC)	Operational staff	0,87	

Project Management

1. Governance body and project management organisation chart

The management of the project will lie in the establishment of different committees to ensure an agile and efficient performance of the project tackling. It will go from technical aspects concerned to each block of activities (WPs), to strategic issues linked to the regional business and innovation system.

The diversity within the project, in terms of partners, disciplines, expertise, etc. brings out the need for a practical and democratic management solution in order to let the partners concentrate on executing the work programme and achieving results. The following figure shows the 4 different management entities (in yellow colour) that comprises the management structure.



A Technical Committee for each block of activities will be created. These committees will follow up the working plan and objectives, proposing measures to correct possible deviations. Technical committees will hold at least four meetings per period.

In an upper step, a Follow Up Committee will be established in the project. The main function of this committee is to deal with all aspects related to the implementation of a “Network of excellence”. Follow up committee will hold four meetings per period.

On the top, a Steering Advisory board will link the Canary Node actions to the regional business and innovation system. The Advisory board will oversee the achievements of the Canary Node and guide its performance to meet needs of the regional enterprises detected by all of them.

2. Description of work - follow-up and quality control system - milestones

Quality check mechanism and internal evaluation procedures will enable a continuous improvement process and correcting deviations from the objectives and schedule. In order to reduce administrative procedures for all parties, a joint procedure for record customers’ needs and consultation will be implemented through the CRM as well as a control of answer time to enquiries and signposting. Client satisfaction questionnaires will be carried out to evaluate both the general assistance and punctual activities.

Regarding internal evaluation, the foreseen outputs for each block of activities based on the quantity of actions carried out, the number of costumers involved in and its level of satisfaction will constitute the performance indicators to follow up the project. These former indicators will be also used to report both to the EASME and the Steering Advisory Board. In addition, the Canary Node will incorporate any other indicators specified by the EASME to the own follow up system in order to compare its performance with Network partners abroad with similar characteristics. This will serve as a mean to foster the continuous process improvement exchanging best practices with those Network partners.

A twofold approach will be carried out for internal evaluation. On the one hand, Technical committees on a biannual base meetings will analyze the extent to which the performance indicators of their blocks of activities are fulfilled. On the other, the Follow up committee, on a six monthly base

meetings, will evaluate the whole Canary Node focusing on to what extent qualitative objectives are met, as well as internal and external co-operation management. In addition, the Canary Node coordinator will monitor the performance indicators at any time on the CRM tool where all network partners will be requested to regularly update their output data.

Although all these planned meetings will held in a face-to-face format, the consortium will make use of audio-conference and video-conference facilities for additional meetings raised when necessary.

Thus a permanent monitoring of the project will be possible since all partners will update the performance indicators (outputs) and outcomes regularly on the CRM. The consortium will therefore report to the EASME at regular intervals, giving details on the activities carried out on the basis of the running work programmes. The processes of reporting and monitoring will be efficiently managed by every partner of the consortium for both project management and external communication purposes. At the same time, these processes will be adapted for either continuous monitoring actions and on-site monitoring visits and assessment at reporting stages performed by the EASME.

Worth to note is also that all partners will sign a Consortium Agreement which will include management structure, partners' responsibilities, financial provisions and any other provision considered essential to guarantee the properly implementation of the Canary Node.

On one hand, the approach for the resolution of conflicts will provide for a progressive addressing of higher levels of management decision, if the conflict cannot be resolved at a lower level. The follow up committee provides the formal means for addressing the resolution of conflicts that cannot be resolved at a lower management level. Specific provisions will be detailed in the Consortium Agreement for the equitable resolution of conflicts if necessary.

On the other hand, a Quality Assurance Team will be established among the partners who will put in place all the required mechanisms to assure quality of the activities to be performed along the project execution period. The QA team will establish quality criteria and will have the responsibility to develop procedures for achieving the goal of error free operations.

Finally, regarding the monitoring and management of the agreements signed with our "Local Network of Collaborating Partners", it is the consortium intention to maintain our synergy making possible a joint work on matters related to the European Union and the consequent increase in the presence of the Network at the local and regional level. In this regard, the consortium shall continue with the conduct of bilateral meetings between the consortium and each one of the collaborating partners.

2.2. Budget (proposal Technical Annex 2)

Table 1: Cost summary in EUR

Participant		Eligible Direct Costs							Eligible Indirect Costs	Total Eligible Costs	EU Contribution		
Participant No. ¹	Organisation short name ²	(A) Direct personnel costs ³		(B) Direct costs of subcontracting ⁴	(C) Other direct costs			(D) Direct costs of financial support (not applicable)	(E) Indirect costs ⁸	(F) Total estimated eligible costs (A+B+C+D+E)	(G) Reimbursement rate (%) ⁹	(H) Maximum EU contribution ¹⁰	(I) Requested grant ¹¹
		A1- Employees or equivalent	A2- Natural persons under direct contract and seconded persons		C1- Travel costs and subsistence allowances for personnel ⁵	C2- Depreciation cost of equipment ⁶	C3- Costs of other goods and services ⁷						
1	DGPE	97.722	0	21.049	8.000	0	8.000		28.430	163.201	60	97.921	97.921
2	ITC	107.064	0	9.000	10.500	0	5.797		30.840	163.201	60	97.921	97.921
3	CCSCTF	28.015	0	1.309	1.300	0	0		7.329	37.953	60	22.772	22.772
4	CCGC	22.071	0	4.740	4.200	0	300		6.643	37.953	60	22.772	22.772
5	0	0	0	0	0	0	0		0	0	60	0	0
6	0	0	0	0	0	0	0		0	0	60	0	0
7	0	0	0	0	0	0	0		0	0	60	0	0
8	0	0	0	0	0	0	0		0	0	60	0	0
9	0	0	0	0	0	0	0		0	0	60	0	0
10	0	0	0	0	0	0	0		0	0	60	0	0
11	0	0	0	0	0	0	0		0	0	60	0	0
12	0	0	0	0	0	0	0		0	0	60	0	0
13	0	0	0	0	0	0	0		0	0	60	0	0
14	0	0	0	0	0	0	0		0	0	60	0	0
15	0	0	0	0	0	0	0		0	0	60	0	0
16	0	0	0	0	0	0	0		0	0	60	0	0
17	0	0	0	0	0	0	0		0	0	60	0	0
18	0	0	0	0	0	0	0		0	0	60	0	0
19	0	0	0	0	0	0	0		0	0	60	0	0
20	0	0	0	0	0	0	0		0	0	60	0	0
TOTAL		254.872	0	36.098	24.000	0	14.097		73.242	402.309	60	241.385	241.385

CEIEC-2

Call Title - Call Identifier

Table 2: Revenue summary in EUR

Participant No.	Organisation short name	(I) Requested Grant	(J) Applicants contribution	(K) Financial contribution by third parties ¹²	(L) Income generated by the action ¹³	(M) Total revenue (I+J+K+L)
1	DGPE	97920,675	65.280			163.201
2	ITC	97920,84	65.280			163.201
3	CCSCTF	22771,9725	15.181			37.953
4	CCGC	22771,875	15.181			37.953
5	0	0				0
6	0	0				0
7	0	0				0
8	0	0				0
9	0	0				0
10	0	0				0
11	0	0				0
12	0	0				0
13	0	0				0
14	0	0				0
15	0	0				0
16	0	0				0
17	0	0				0
18	0	0				0
19	0	0				0
20	0	0				0
TOTAL		241.385	160.923	0	0	402.309

Call Title - Call Identifier

CEIEC-2

Data Coordinator							CEIEC-2
Organisation short name	DGPE	Participant No	1	Participant Role ¹⁴	CC		
Direct staff costs							
Employee or equivalent							
Name of the staff and category (e.g. senior expert, expert, junior expert, etc.) ¹⁵	Hours on Project ¹⁶ (A)	Hourly Rate ¹⁷ (B)	Direct Staff costs (AxB)				
Cristina Hernández Carnicer - Project Manager and Senior Expert	877	49,32	43.253,64				
Montserrat Cabrera Morales - Senior Operational Staff	1.098	38,47	42.240,06				
Jose Ramón Funes Toyos - Senior Expert	300	40,76	12.228,00				
			0,00				
Subtotal:						97.722	
Natural persons under direct contract and seconded persons							
			0,00				
			0,00				
			0,00				
Subtotal:						0	
Total direct staff costs		2275				97.722	
Travel costs and subsistence allowances for personnel							
	Number of travels	Average travel and subsistence costs			Total [EUR]		
International travels	5	1200			6.000		
National travels	10	200			2.000		
Subtotal:						8.000	
Depreciation cost of equipment							
Description	Work Package no.	Cost/value	Period of months used for project	Depreciation on months	% Allocation to the project	Total [EUR]	
		C	A	B	D	(A/B)xCxD	
						0	
						0	
						0	
Subtotal:						0	
Data Coordinator							CEIEC-2
Organisation short name	DGPE	Participant No	1	Participant Role	CC		
Costs of other goods and services							
Description	Work package no.			Total [EUR]			
Promotional Material	5			7.000			
Participation fees in international brokerage events and others (4 per year)	2			1.000			
Subtotal:						8.000	
Subcontracting							
Name of sub-contractor	Country	Description	Work package no.		Total [EUR]		
National/internacional sub-contractor. Consultants.	Spain	Speakers at training events. Transfer fees and living costs	1		6.049		
National sub-contractor.	Spain	Update and follow-up of the communication strategy. Implementation of some actions	5		15.000		
Subtotal:						21.049	
					Total eligible direct costs:		134.771
					Total eligible costs:		163.201

Data Partner 2						CEIEC-2	
Organisation short name	ITC	Participant No	2	Participant Role ¹⁴		CP	
Direct staff costs							
Employee or equivalent							
Name of the staff and category (e.g. senior expert, expert, junior expert, etc.) ¹⁵	Hours on Project ¹⁶ (A)	Hourly Rate ¹⁷ (B)	Direct Staff costs (AxB)				
Ms. Alma Cruz - Innovation Department, Head of Unit, Senior Expert	328	33,51	10.991,28				
Ms. Lucía Dobarro - Senior Expert and Operational Staff	820	30,36	24.895,20				
Ms. Teresa Rodríguez - Senior Expert and Operational Staff	1.148	25,05	28.757,40				
Ms. Clarissa Pierobon - Junior Expert	328	20,53	6.733,84				
Mr. Guillermo Martín - Senior Expert	328	32,47	10.650,16				
Mr. Iñigo Oramas - Senior Expert	328	31,33	10.276,24				
Ms. Pilar Guerra - Senior Expert	656	22,50	14.760,00				
			0,00				
						Subtotal:	107.064
Natural persons under direct contract and seconded persons							
			0,00				
			0,00				
			0,00				
						Subtotal:	0
Total direct staff costs		3936					107.064
Travel costs and subsistence allowances for personnel							
	Number of travels	Average travel and subsistence costs		Total [EUR]			
International travels	6	1250		7.500			
National travels	12	250		3.000			
						Subtotal:	10.500
Depreciation cost of equipment							
Description	Work Package no.	Cost/value	Period of months used for project	Depreciation on months	% Allocation to the project	Total [EUR]	
		C	A	B	D	(A/B)xCxD	
						0	
						0	
						0	
						Subtotal:	0
Data Partner 2						CEIEC-2	
Organisation short name	ITC	Participant No	2	Participant Role		CP	
Costs of other goods and services							
Description	Work package no.		Total [EUR]				
Costs related with advice, support and information activities. Organization, co-organization and participation in regional/local events. Active participation of host organisation experts, not working as EEN staff, in local activities (travel and subsistence allowances).	1		1.500				
Cost related with cross-border partnering activities for business cooperation, technology transfer, innovation and research. Translation services. Brokerage events/company missions. Active participation of host organisation experts, not working as EEN staff, in cross border activities (travel and subsistence allowances).	2		3.000				
Cost associated with the promotion of the Network's services and communication activities. Promotion material.	5		297				
Cost related with Network building and reinforcing the Network. Events fee, etc.	6		1.000				
						Subtotal:	5.797
Subcontracting							
Name of sub-contractor	Country	Description	Work package no.		Total [EUR]		
National/internacional sub-contractor. Consultants.	Spain	Advice, support and information activities. Professional services as speakers at training/workshop/seminar in local events and cost of travel and subsistence allowances. Consultancy services in European Financing programs, IPR, technology transfer, etc., in cooperation with EEN staff.	1		5.000		
National /international sub-contractor.	Spain	Cross-border partnering activities for business cooperation, technology transfer, innovation and research. Interpretation services. Professional services as speakers at training/workshop/seminar in international events. Provision of professional services of support in the preparation of Brokerage Events, monitoring during preparation for technology transfer events, professional services of design, use of social media for dissemination of specific information for the events.	2		4.000		
						Subtotal:	9.000
						Total eligible direct costs:	132.361
						Total eligible costs:	163.201

Data Partner 3				CEIEC-2		
Organisation short name	CCSCTF	Participant No	3	Participant Role ¹⁴	CP	
Direct staff costs						
Employee or equivalent						
Name of the staff and category (e.g. senior expert, expert, junior expert, etc.) ¹⁵	Hours on Project ¹⁶ (A)	Hourly Rate ¹⁷ (B)	Direct Staff costs (AxB)			
M ^a Dolores Pérez Martínez - Director and Senior Expert	161	60,21	9.693,81			
María del Carmen Hernández Aguilar - Operational Staff	1.019	17,98	18.321,62			
			0,00			
				Subtotal:	28.015	
Natural persons under direct contract and seconded persons						
			0,00			
			0,00			
			0,00			
				Subtotal:	0	
Total direct staff costs		1180			28.015	
Travel costs and subsistence allowances for personnel						
	Number of travels	Average travel and subsistence costs		Total [EUR]		
International travels	1	900		900		
National travels	1	400		400		
				Subtotal:	1.300	
Depreciation cost of equipment						
Description	Work Package no.	Cost/value	Period of months used for project	Depreciation on months	% Allocation to the project	Total [EUR]
		C	A	B	D	(A/B)xCxD
						0
						0
						0
				Subtotal:	0	
Data Partner 3				CEIEC-2		
Organisation short name	CCSCTF	Participant No	3	Participant Role	CP	
Costs of other goods and services						
Description	Work package no.			Total [EUR]		
				Subtotal:	0	
Subcontracting						
Name of sub-contractor	Country	Description	Work package no.	Total [EUR]		
National/internacional sub-contractor. Consultans.	Spain	Speakers at training events. Transfer fees and living costs	1	809		
National /International sub-contractor.	Spain	Services of support in the preparation of brokerage events	2	500		
				Subtotal:	1.309	
				Total eligible direct costs:	30.624	
				Total eligible costs:	37.953	

Data Partner 4				CEIEC-2		
Organisation short name	CCGC	Participant No	4	Participant Role ¹⁴	CP	
Direct staff costs						
Employee or equivalent						
Name of the staff and category (e.g. senior expert, expert, junior expert, etc.) ¹⁵	Hours on Project ¹⁶ (A)	Hourly Rate ¹⁷ (B)	Direct Staff costs (AxB)			
Pilar Alcaide Azcona - Director and Senior Expert	250	53,53	13.382,50			
Chiara Rotondo - Operational Staff	800	10,86	8.688,00			
			0,00			
				Subtotal:	22.071	
Natural persons under direct contract and seconded persons						
			0,00			
			0,00			
			0,00			
				Subtotal:	0	
Total direct staff costs		1050			22.071	
Travel costs and subsistence allowances for personnel						
	Number of travels	Average travel and subsistence costs		Total [EUR]		
International travels	2	1500		3.000		
National travels	2	600		1.200		
				Subtotal:	4.200	
Depreciation cost of equipment						
Description	Work Package no.	Cost/value	Period of months used for project	Depreciation on months	% Allocation to the project	Total [EUR]
		C	A	B	D	(A/B)xCx D
						0
						0
						0
				Subtotal:	0	
Data Partner 4				CEIEC-2		
Organisation short name	CCGC	Participant No	4	Participant Role	CP	
Costs of other goods and services						
Description	Work package no.		Total [EUR]			
Participation fees in international brokerage events	2		300			
				Subtotal:	300	
Subcontracting						
Name of sub-contractor	Country	Description	Work package no.	Total [EUR]		
National /International sub-contractor.	Spain	Services on internationalisation issues	1	900		
National /International sub-contractor.	Spain	Services of support in the preparation of brokerage events	2	3.840		
				Subtotal:	4.740	
				Total eligible direct costs:	31.311	
				Total eligible costs:	37.953	

2.3. PES HRS form

DI#	DI_LABEL	Consortium value is	Mandatory source (when applicable)	Consortium CEIEC-2	P01-DGPE	P02-ITC	P03-CCSCTF	P04-CCGC
DI02	# SMEs/clients receiving individual advisory support	sum(P)		255	130	85	20	20
DI03	# SMEs/clients receiving individual partnering support	sum(P)		72	20	30	11	11
DI05	# Meetings at brokerage events/company missions	sum(P)	Events Database only	170	60	50	30	30
DI06	# Expression of interests received	sum(P)		85	15	40	10	20
DI07	# Expression of interests made	sum(P)		126	15	75	18	18
DI08	# Clients in feed-back related actions	sum(P)		15	15	0	0	0
DI09	# Achievements	sum(P)	Achievements Database only	44	20	16	4	4
DI10	# SMEs/clients using digital services provided by the Network	sum(P)		12600	3300	3300	3000	3000
DI11	# Cooperation with local stakeholders	sum(P)		15	15	0	0	0
DI13	# Active contributions to Network activities	sum(P)		33	11	10	6	6

DI#	DI_LABEL	Consortium value is	Mandatory source (when applicable)
DI01	# Participants in regional/local events	sum(P)	
DI04	# Brokerage events/company missions organised / co-organised	sum(P)	Events Database only
DI12	# Contributions to other partners' Achievements [NEW]	sum(P)	Achievements Database only

ACTIVITY_TYPE		Consortium CEIEC-2	P01-DGPE	P02-ITC	P03-CCSCTF	P04-CCGC
Advice, support and information activities	sum(P)	17,27	4,28	8,09	2,65	2,25
Cross-border partnering activities for business cooperation, technology transfer and innovation	sum(P)	17,98	2,25	9,63	3,21	2,89
SME feedback activities	sum(P)	1,86	1,86	0,00	0,00	0,00
Promotion of Network services and communication activities	sum(P)	9,82	3,45	4,40	1,01	0,97
Network building and reinforcing the Network	sum(P)	9,16	2,88	4,47	0,94	0,87
Management activities	sum(P)	2,80	1,15	0,88	0,42	0,35
	sum(P)	58,89	15,87	27,46	8,23	7,33

ENTERPRISE EUROPE NETWORK CODE OF CONDUCT

Preamble

The Code of Conduct is a key document for the Enterprise Europe Network which outlines the principles shared and followed by the Network partners to which they commit as members of the Network.

The concrete implementation of these principles, including recommendations and good practices, will be described in the Operational Manual.

By adhering to the Code of Conduct, the Partners commit to share the same core values, to follow the same operational principles and to respect the quality principles with regard to the key relationships.

CHAPTER 1 - Core values

PARTNERS

Professionalism

Adding European Value

Responsiveness

Trust

Network

Encouragement

Relationships

SME focus

Professionalism

Professionals use their knowledge and skills to the benefit of their clients according to the state-of-the-art of their profession, using protocols when available and appropriate and discretion when needed.

- The manager consulted by his co-workers ensures the efficient use of resources and effective co-operation with other teams, in order to maximise the performance. He aims to realize the performance targets agreed upon, but never accepts unprofessional work.

- The manager ensures the constant development of the knowledge and skills of himself and his team. He also stimulates the contribution of his co-workers to the development of the profession/discipline.
- The work of the team must comply with quality principles and be assessed regularly by peers.

Adding European Value

European added value means that the goals, methodology and nature of the co-operation undertaken have an aspect that is not merely confined to local, regional or even national interests, but which has a European scope.

It is possible to identify six potential ways to create European added value in Network activities:

- Promoting cross border and transnational activities
- Making the most of the internal market for SMEs in terms of competitiveness
- Assisting SMEs in interpreting and applying EU legislation
- Informing and advising SMEs on accessing EU funding
- Promoting best practices among Network partners
- Contributing to and taking advantage of the Network effect

Responsiveness

Responsiveness means being able to react quickly towards clients as well as other colleagues, by using an appropriate, polite way to acknowledge having received an enquiry and provide details on how quickly the information or support can be provided. A Network staff should be approachable (available on the phone/for meetings, etc.), flexible and knowledgeable on the subjects he/she talks about. The Network staff is mindful and respectful of the needs, drivers and motivations of the client.

Trust and trust-building

Due to the interdependence of their activities, partners often depend on other partners to help their company clients. There is therefore a need for trust.

The Network should be "a place where people trust each other, are high performing, accountable, hold each other to high standards and are honest with each other."

Networking

The Enterprise Europe Network is teamwork at its finest. Hundreds of highly committed people work in the Network, trying to make the internal market work for SMEs. Network partners have only limited time and budgets to do it. They understand the difficulty of their mission and are determined to achieve whatever

they can. Members do not all have the same capabilities but offer a variety of skills, talents, experience and attitudes that enrich their support to their clients and colleagues and provide a broader range of options.

Encouragement

The Network is only as strong as its weakest link. It is therefore important to ensure that all Network partners identify their strengths and areas of expertise, and share this knowledge with their colleagues. It is also important for Network partners to objectively identify weaknesses within their own consortia and find solutions to address them possibly in collaboration with other Network partners. Within this atmosphere of mutual respect of our strengths and weaknesses, and an open approach to sharing best practice, encouragement thrives.

Encouragement is not only restricted to the Network, but should extend to the relationships with clients and stakeholders. Partners have the expertise, knowledge and connections required for a company to innovate, internationalise and grow, and this should be exploited to clients' advantage.

Relationships

Partnerships in business can be challenging. It is widely acknowledged that most partnerships fail. However, the ones that succeed can achieve much greater levels of success more rapidly than if the same individuals tried to achieve the same goals alone.

SME Focus: "THINKING BIG FOR SMALL BUSINESSES"

- What are SMEs?
 - Small and medium-sized enterprises (SMEs), are defined as economically independent companies with less than 250 employees and less than € 50 million annual turnover (or € 43 million annual balance sheet total). There are over 20 million in the EU, representing 99% of businesses.
- Why do we focus on SMEs? Why are they so important?
 - SMEs are responsible for the majority of new jobs created in Europe and contribute to growth and prosperity. Moreover, their capacity for innovation and flexibility in a changing business environment makes them crucial for Europe's success in the global economy.
 - SMEs do not have access to the same resources (financial, human, knowledge) than bigger companies which usually have specific departments to help them fulfil their international ambitions, find out about the legal situation, and obtain market intelligence. The Network can be the added „team” or „department” an SME needs to take their business further.
- Why do we need action at EU level?
 - SMEs around Europe face the same type of problems: administrative burden, difficulty to find financing and skilled labour, or to take opportunity

of the Single Market. Addressing some of these problems together through a partnership between the EU and the Member States can bring considerable and tangible results.

- The Enterprise Europe Network is the gateway to competitiveness for European small businesses. Network partners can help businesses find business partners. They also assist them by raising awareness and by providing access to information needed to develop a business. Promoting transnational technology cooperation and ensuring access to innovative technologies is another priority of the Enterprise Europe Network.

CHAPTER 2 Main principles

The Network partners commit to adhere to the following main principles.

Providing a professional service

It is important for Network partners to provide a professional service for the benefit of their clients, as illustrated by the following actions:

- Recruit staff with at least the minimum qualification and experience required to efficiently deliver the Network's services to their clients.
- Endeavour to continuously update and improve the skills of individual staff members to help enhance the knowledge and expertise of the Network overall.
- Provide the same quality of service to clients of other Network Partners as they would to their own clients.
- Follow agreed Network processes and procedures at all times.
- Respect mutually established deadlines and be accountable for agreed measures and rules of the Network or Network Groups.
- Be realistic in the level of support they can offer to a colleague and communicate any difficulties that arise in delivering this support.

Adhering to the “no wrong door” principle

It is of the utmost importance for Network Partners to adhere to the “No Wrong Door” principle.

This is one of the key principles of the Enterprise Europe Network and entails the implementation of an effective mechanism for signposting towards other providers of services in their region, for the benefit of all clients.

The “No Wrong Door” principle implies the following:

- Each client shall be guided towards the most appropriate service provider for their business needs.

- When the most appropriate service provider is not the Network Partner initially contacted, it will be the responsibility of that Network Partner to signpost the client to the correct service or organisation within the Network.
- When signposting a client to another provider within the Network, Network Partners can depend on their Network colleagues to follow the common values and principles set out in this Code of Conduct relating to response time, follow up and general behaviour which will ensure that their clients receive the best possible service. (See Chapter 3)
- Network Partners will build synergies with other complementary service providers outside the Network in their geographic area.
- Network Partners shall make sure that they know in detail what services other providers can offer, along with the correct contact details, to ensure their clients are signposted confidently and correctly.
- When signposting clients to a service provider outside the Network, Network Partners should attempt to agree in advance what level of service and standards their clients can expect to receive.
- Network Partners must not signpost a client to another service provider outside the Network, unless they are positive that this provider can fulfil a client's business needs with a prompt, high-quality service.

Being a cooperative and loyal member of the Network

- Sharing a common vision, aims and values will enhance the commitment, enthusiasm and effectiveness of the Network, as well as allowing Network Partners to learn from each other and share good practice.
- Make the Network aware of areas of expertise, through Network tools or otherwise, and be prepared to use this expertise when assistance is requested from another Network Partner.

CHAPTER 3 Relationships with clients

In their relationships with their clients, each Network Partner shall commit to:

Putting clients' interests first

The Enterprise Europe Network aims to help businesses become more innovative and internationally competitive; therefore it is crucial that Network Partners give priority to activities and services which will assist their clients in this way.

Network Partners will put clients' interests first by:

- Delivering on all promises in terms of realistic services offered.
- Making sure that all clients have access to all appropriate services.
- Disregarding criteria for membership of Host Organisations and offering the same level of services to all potential clients in the region.

- Considering whether there is another Network Partner or service provider in the region who could better assist the client and signpost them, in line with the “No Wrong Door” principle.

Being responsive

In order to provide clients with a professional and reliable service, Network Partners must respond to all clients’ requests quickly and comprehensively.

The following principles must be implemented:

- Network partners shall acknowledge receipt of messages within a reasonable time limit.
- Network Partners shall always provide a response to the client, no matter what the outcome.
- Network Partners are required to keep the client informed of the progress of their request.
- Network Partners shall inform the clients if their request has been signposted to another service provider and give an approximation of when they can expect to be contacted by this provider.

Upholding confidentiality and acting on authority

Clients must be assured that all the information which they share will be kept confidential and It is therefore imperative that Network Partners protect this information with care and attention and do not pass on company or product details without prior consent.

Being open and transparent when outlining services

To ensure clients have a clear understanding from the onset of the level of support which they will receive from the Network, it is essential for Network Partners to be both honest and realistic about the scope of services.

An outline of services must:

- Draw attention to the benefits of the Network, but prepare the client for both a positive and a negative result.
- Manage expectations with regard to the length of time required to collect comprehensive and good quality information from the Network.
- Clearly establish the terms of the two-way relationship between the Network Partner and the client with regard to limits of the intervention, communication of preliminary information from the client, possible costs for the client and anticipated response times.
- Highlight additional or complementary services which might also be available within the Network or region, in line with the “No Wrong Door” principle.

Following up

To contribute to the professionalism of the Network and to maintain good working relationships, it is necessary for Network Partners to stay in regular contact with the client and react to any changes in situation or any feedback given.

The time frame and the method used for this follow-up will be determined by Network Partners, depending on the service provided and the number of companies to be contacted.

Network Partners should actively seek feedback on the level of client satisfaction and use this as one of the measures of the quality of their services.

CHAPTER 4 Relationships between Partners within the Enterprise Europe Network

In their relationships with other Network Partners and with the Executive Agency, each Network Partner shall commit to:

Being pro-active

Each Network partner should actively build up and maintain relations with other Network partners, particularly in other Member States, in order to facilitate cooperation for providing Network services.

Being responsive

To contribute to the value and effectiveness of the Network, it is essential that Network Partners respond to messages, enquiries and requests promptly and comprehensively.

Network Partners will always provide a response, no matter what the outcome.

Being responsible with all correspondence

To ensure smooth, successful communication within the Network, avoid wasting time and ultimately guarantee a better service for our clients, it is necessary that Network Partners are not only prompt, but also act responsibly with regards to the messages which they both send and receive.

CHAPTER 5 Relationships within the Network, at a national level

In their relationships with other Network Partners at a national level, each Network Partner shall commit to:

Keeping in regular contact with other Network Partners in their country

To develop a strong and cooperative relationship where all Network Partners work together for the benefit of increasing competitiveness and innovation of SMEs in their country, it is important for the Network Partners to ensure open and regular communication with other network partners in their country.

To maintain this open communication, it is recommended that:

- Network partners are aware of the strengths and expertise of their fellow national Network partners

- Network partners commit to establish and maintain suitable communication at a national level, taking into account each country's specificities.

Contributing to Enterprise Europe Network's visibility at a national level

All Network partners should contribute to the national visibility of the Network, ensuring that both SMEs and national stakeholders are aware of the activities and services of the Enterprise Europe Network in their country.

The following activities should be considered:

- Representing the interests of the Network, rather than individual Network Partners, when communicating with national stakeholders.
- Interacting with the European Commission Representation Office in their country and looking for opportunities for combined activities.

CHAPTER 6 Relationships within the consortium

In their relationships with other Network Partners within their consortium, each Network Partner shall commit to:

Creating a common consortium identity at regional level

To highlight the activities and services provided by the consortium to all clients and stakeholders in a particular region, it is important to publicise the existence of the consortium and to ensure that Network Partners can be identified as being part of the consortium.

Being aware of other Partners' expertise within the consortium

To ensure correct signposting within the consortium, and respect the "No Wrong Door" principle, it is necessary to make sure that each Network Partner has sufficient knowledge of the strengths and competences of their fellow consortium members.

Keeping in regular contact with colleagues in the consortium

In order to establish successful and durable working relationships, Network Partners must stay in frequent contact with fellow consortium members.

Sharing important information within the consortium

A two-way flow of important information between Consortium Coordinators and Network Partners is vital to ensure successful communication with clients, Network Partners, regional stakeholders and the EASME. Network Partners should inform their Consortium coordinator of any issues impacting the consortium.

Ensuring internal consortium management

Compliance with the internal consortium agreement signed by the partners is essential to ensure that the consortium works together, delivers its activities and fulfils its contractual obligations.

CHAPTER 7 Relationships with other business support services

In their relationships with other business support services, each Network Partner shall commit to:

Being knowledgeable about the services of other business support services

To be able to advise clients on the full range of complementary services on offer in their region, it is necessary for each Network Partner to have sufficient knowledge of all EU business-related support services and other business support organisations active locally.

Being cooperative and finding synergies

To develop stronger working relationships and for the benefit of increasing competitiveness and innovation of SMEs in their country, it is important for the Network Partners to increase collaboration with other business support services and find synergies with their own services and activities.

Being proactive

To enhance the effectiveness of cooperation between all business support services for the benefit of clients, it is advisable for Network Partners to take the initiative in bringing all support services together with the aim of working closer together in the region.

Signposting clients to other business support services

To make full use of all expertise and experience available and to ensure clients receive assistance no matter who they approach and in line with the “No Wrong Door” principle, it is fundamental for Network Partners to actively signpost to the other business support services.

2.5. ANNEX A. Staff competences

DGPE

Cristina Hernández Carnicer

Degree in Economic Sciences. Upper reaches of Commerce and Marketing. She has held several public positions related with business issues such as the Head of the Directorate General for Tax Office of the Government of the Canary Islands and the Head of the Directorate for Economic, Budgetary Affairs and Commerce of the Insular Government in La Palma Island. From January 2017, she is the Head of the Directorate General for Economic Development of the Government of the Canary Islands. Since 2017 she is the General Coordinator of the Enterprise Europe Network Canarias.

Montserrat Cabrera Morales

Degree in Economics. Civil Servant in the Canary Islands Government since 1992. Senior Technician on Economic Planning and Economic Promotion Departments of the Government of the Canary Islands. She has been involved in the following roles and responsibilities: programming the European Structural and Investment Funds (ERDF, ESF, CF, EAFRD and EMFF), implementation of regional programmes (selecting, monitoring and evaluating), coordination of different European policies in the regional programmes (such as Research and Innovation, Information and Communication Technologies, SME competitiveness, Environment, Equal opportunities), coordination of financial instruments for SMEs, subsidies for internationalization of SMEs. She has accumulated experience of 24 years in management related to the European funds.

Jose Ramón Funes Toyos

Degree in Economics. Master in Direction and Management of Public Administration. Coordinator support to the EEN (Enterprise Europe Network) since January 2015. Head of the Economic Information area in the Economic Promotion Department of the Government of the Canary Islands. Commissioner for punctual services of the Canary Island Government in Brussels delegation. Performing functions of coordinator in different areas of the Government and relations with the European Institutions, especially European Parliament, Autonomous Communities and the National General Administration. Analysis and planning and socio-economic prospective studies. Academic training and work experience specialized in European affairs gained over more than 25 years.

ITC

Alma Cruz

Degree in Economics and Business Studies (Financial and Commercial Management). Since 2000 she is Head of the Innovation Department at ITC, consisting of 20 technicians. She runs the operational management of regional networks for innovation promotion and business development and handles the management of international EU funded projects in which ITC has acted mostly as project leader, as well as the coordination for the development of different Regional Innovation Strategies, such as the 2012-2014 Smart Specialization Strategy (S3) for the Canary Islands. She has been involved in R&D support actions and management and coordination activities. Firstly, she coordinated the ITC team involved in the Innovation Relay Center and, from 2008 onwards, as members of the Enterprise Europe Network. Since 2015, she is head of DEMOLA Canary Islands, open innovation initiative.

Electronic Engineer and MBA. She is leader of EU projects in entrepreneurship and services for SMEs and clusters. Since 1999 she has been involved in more than 20 regional, national and international projects to support SMEs innovative actions. Since 1999 -as member of the Innovation Relay Center- and since 2008 -as member of the Enterprise Europe Network-, she has been involved in R&D support actions and also in technology transfer services for SME in the Canary Islands. She works as intermediary organisation of Erasmus for Young Entrepreneurs and is facilitator in open innovation process in Demola Canary Islands. Nowadays she is coordinating the EU sharing economy pilot project SharEEN.

Teresa Rodríguez

Bachelor in Industrial Engineering and master in Occupational Risk Prevention. Since 1998 she has been working as financial and project technician at the ITC. She supports the technical and financial management and reports of regional, national and EU Projects (CIP, Framework Programme, INTERREG, etc.). Since 2004 –as member of the Innovation Relay Center- and since 2008 –as member of the Enterprise Europe Network-, she has been involved in support, advice and assessment services in internationalization, financing, EU funding issues and transnational technology transfer services to SMEs and R&D centers in the Canary Islands. Since 2014, she is Key Account Manager of the SME Instrument.

Iñigo Oramas

Degree in Chemistry (Industrial Chemistry). Since 1998 he has been involved in several regional, national and international projects and activities addressed to support SMEs innovative actions. He has also experience as Quality Management Consultant. Since 2008 he has been the coordinator of the Canary Islands Technological and Innovation Vouchers Programme, at the Training and Innovation Management Department in ITC, where he has implemented the e-learning tool for training in innovation and knowledge transfer. Since 2014 he has been involved in the Enterprise Europe Network services, enhancing the innovation management capacity for SME in the Canary Islands. He joined in 2017 the environment and in 2018 the agrifood EEN sector groups.

Guillermo Martín Hidalgo

Degree in Physics. From 1998 till now he has been involved in several regional, national and international projects and activities addressed to support SMEs innovative actions. He is an expert in SMEs Innovation Funding Programmes and Cluster Policies. Since 2014 he has been involved in enhancing the innovation management capacity services for SME & Cluster in the Canary Islands. He is also European Secretariat for Cluster Analysis Benchmarking Expert and awarded Cluster Management Excellence Instructor by the European Foundation for Cluster Excellence. Since 2018 he has been the coordinator of technological development and innovation centres, CIDE network of Canary Islands Government.

Pilar Guerra

Degree in Economics and master in Engineering and Environmental Management. Since 2004 she has been working as general accounting analyst at the financial department at ITC, preparing financial accounts/monthly management reports working within agreed deadlines and managing the associated management functions and activities, budgeting and forecasting. Since 2017 she has been working in the Innovation Department as facilitator in open innovation process in Demola Canary Islands, training seminars and workshops, management and coordination of working groups.

Graduated from the University of Padova, Italy, with a Bachelor degree in Political Science, Human Rights, International Relations and a master's degree in Science of Government and Public. From September 2012 to September 2013 works for different International Organizations: MCAPAZ (Tenerife, Spain), Unicef, Action Aid (Padua, Italy), Madre Organization, (New York, USA) like Program Assistant. She is currently finishing the PhD in the University of La Laguna, focusing on Economy Department, Regional Development, and writing a thesis in collaborative economy with the mean of Biodistrict European model. Since May 2018 she starts working at Institute of Technology in Canary Island on SharEEN project like Junior Technical Project Manager.

CCSCTF**María Dolores Pérez Martínez**

Considering the knowledge of our General Manager in terms of European policies, her view of business management and innovation, connected with her markets knowledge will provide us the opportunity of widen our horizons in terms of how we will support and facilitate access for canary companies to cross-border cooperation and internalization. It is appropriate to emphasize the leadership and people management skills that will allow us to attract, retain and motivate all the entrepreneurs involved in this project. Before becoming General Manager of the Official Chamber of Commerce of Santa Cruz de Tenerife, she has played his position as Director of the Department of Entrepreneurship which gives ample capacity and vision about the needs of SMEs target of the project.

María del Carmen Hernández Aguilar

Bachelor in Business Administration and Management at the University of La Laguna (Spain). She has oriented her professional career to offer support to Canarian companies that wish to start their internationalization. She belongs to the Foreign Trade team of the Chamber of Commerce, where she has received specific training in customs management and international tenders. In 2018 he joins the European Enterprise Network.

CCSCGC**Pilar Alcaide Azcona**

Taking into account the knowledge of our general manager in terms of European policies and legislation, her view of business management and innovation, connected with her markets knowledge will provide us the opportunity of widen our horizons in terms of how we will support and facilitate access for canary companies to cross-border cooperation and internalization. It is appropriate to emphasize the leadership and people management skills that will allow us to attract, retain and motivate all the entrepreneurs involved in this project.

Chiara Rotondo

A constant and strong dedication on European structures and affairs has been the main feature of both her academic and professional career. While attending a bachelor's degree in political science, International Relationships and European Studies, she benefited from an Erasmus Program to spend two semesters in Nantes, France as well as completing an internship at the University of Seville, allowing her to develop her multilingual skills as well as getting used to work in a vibrant and international environment. She attended a Master's Degree in European Studies at the University of Seville. She has built all the necessary skills for managing the multifaceted process of guaranteeing successful and long-term cooperation between Canary and international companies, with regards to different markets and enterprises. She has been coordinating a European project aiming to further develop business relationships between Canary Islands and African countries. She is now covering the

role of International Department Technician and, in the meantime, she is also attending a Master's Degree in Multilateral Projects Management.  Associated with document Ref. Ares(2018)5781751, 12/11/2018

Curriculum vitae

PERSONAL INFORMATION

María del Carmen Hernández Aguilar



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- ✉ mariaguilar92@gmail.com
- 🌐 <https://mx.linkedin.com/in/mar%C3%ADa-del-carmen-hern%C3%A1ndez-aguilar-a68b6a16a>
- 💬 Skype maria_aguilar1992

Sex Female | Date of birth 07/01/1992 | Nationality Spanish

POSITION European Project Manager

WORK EXPERIENCE

01/08/2018–Present **European project manager**
 Official Chamber of Commerce, Industry, Services and Navigation of Santa Cruz de Tenerife
 Plaza de La Candelaria, 6, 38003 Santa Cruz de Tenerife (Spain)
<https://www.camaratenerife.com/>
 Responsible of Enterprise Europe Network project.

14/03/2018–14/05/2018 **“Tenerife Licita”**
 Official Chamber of Commerce, Industry, Services and Navigation of Santa Cruz de Tenerife
 Plaza de La Candelaria, 6, 38003 Santa Cruz de Tenerife (Spain)
www.camaratenerife.es
 During the Internship I was responsible of the communications with companies and budget management.

10/07/2017–05/01/2018 **Administrative assistant**
 Community Financial Institutions, Santa Cruz de Tenerife (Spain)
 Costumer service.

10/06/2015–31/08/2015 **Administrative Assistant**
 Cooperative Credit Society, Santa Cruz de Tenerife (Spain)
 Costumer Service.

EDUCATION AND TRAINING

12/09/2011–21/06/2018 **Degree in Business Administration and Management**
 University of La Laguna
 Pabellón de Gobierno, C/ Padre Herrera s/n, 38200 La Laguna (Spain)
<https://www.ull.es/>

PERSONAL SKILLS

Mother tongue(s) Spanish

Foreign language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	B1	B1	B1	B1	B1
French	A1	A1	A1	A1	A1

Levels: A1 and A2: Basic user - B1 and B2: Independent user - C1 and C2: Proficient user
Common European Framework of Reference for Languages

Communication skills Dynamic, results-oriented problem solver. Confident, articulate, and professional speaking abilities (and experience)

Organisational / managerial skills Enjoy working as a team member as well as independently. Planning, budgeting, goal setting, or scheduling.

Driving licence B

ESTIMATED BUDGET FOR THE ACTION (page 1 of 2)

Estimated eligible ¹ costs (per budget category)										EU contribution			Additional information		
A. Direct personnel costs		B. Direct costs of subcontracting	[C. Direct costs of fin. support]	D. Other direct costs	E. Indirect costs ²	Total costs	Reimbursement rate %	Maximum EU contribution ³	Maximum grant amount ⁴	Information for indirect costs	Information for auditors	Other information:			
A.1 Employees (or equivalent) A.2 Natural persons under direct contract (other than A.1) or Persons seconded by a third party		A.4 SME owners without salary A.5 Beneficiaries that are natural persons without salary	[C.1 Financial support] [C.2 Prizes]	D.1 Travel D.2 Equipment D.3 Other goods and services D.4 Costs of large research infrastructure						Estimated costs of in-kind contributions not used on premises	Declaration of costs under Point D.4	Estimated costs of beneficiaries/ linked third parties not receiving EU funding			
Form of costs ⁵	Actual	Unit ⁶	Unit		Actual	Actual	Actual	Flat-rate ⁷							
			No hours	Total (c)				25%							
	(a)	Total (b)			(d)	(e)	(f)	(g)=0,25x ((a)+(b)+(f)+(m))	(i)=(a)+(b)+(c)+(d)+(f)+(g)+	(j)	(k)	(l)	(m)	Yes/No	
1. CAC	97722.00		n/a	n/a	21049.00	n/a	16000.00	28430.50	163201.50	60.00		n/a	n/a	n/a	n/a
2. ITC	107064.00		n/a	n/a	9000.00	n/a	16297.00	30840.25	163201.25	60.00		n/a	n/a	n/a	n/a
3. CCSCTF	28015.00		n/a	n/a	1309.00	n/a	1300.00	7328.75	37952.75	60.00		n/a	n/a	n/a	n/a
4. CCGC	22071.00		n/a	n/a	4740.00	n/a	4500.00	6642.75	37953.75	60.00		n/a	n/a	n/a	n/a
Total consortium	254872.00		n/a	n/a	36098.00	n/a	38097.00	73242.25	402309.25			241385.00	n/a	n/a	0.00

ESTIMATED BUDGET FOR THE ACTION (page 2 of 2)

- (1) See Article 5 SGA for the eligibility conditions.
- (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 5.2.E SGA). A partner that receives an operating grant during the action's duration cannot claim any indirect.
- (3) This is the theoretical amount of EU contribution that the system calculates automatically (by multiplying all the budgeted costs by the reimbursement rate). This theoretical amount is capped by the 'maximum grant amount' (that the Agency decided to grant for the action) (see Article 4.1 SGA).
- (4) The 'maximum grant amount' is the maximum grant amount decided by the Agency. It normally corresponds to the requested grant, but may be lower.
- (5) See Article 4 SGA for the forms of costs.
- (6) Unit : hours worked on the action; costs per unit (hourly rate) : calculated according to partner's usual accounting practice.
- (7) Flat rate : 25% of eligible direct costs, from which are excluded: direct costs of subcontracting, costs of in-kind contributions provided by third parties which are not used on the partner's premises (see Article 5.2.E.SGA).
- (8) See Article 7 for beneficiaries not receiving EU funding.
- (9) Only for linked third parties that receive EU funding.

MODEL ANNEX 3 FOR EASME EEN SGA COSME — MULTI

FINANCIAL STATEMENT FOR [PARTNER[name] / LINKED THIRD PARTY [name]] FOR REPORTING PERIOD [number]

Eligible ¹ costs (per budget category)											Receipts	EU contribution			Additional information
A. Direct personnel costs				B. Direct costs of subcontracting	[C. Direct costs of fin. support]	D. Other direct costs	E. Indirect costs ²	[F. Costs of ...]		Total costs	Receipts	Reimbursement rate %	Maximum EU contribution ³	Requested EU contribution	
A.1 Employees (or equivalent)		A.4 SME owners without salary		[C.1 Financial support]	[C.2 Prizes]	D.1 Travel	[E. Indirect costs ²]	[F.1 Costs of ...]	[F.2 Costs of ...]	Total costs	Receipts of the action, to be reported in the last reporting period, according to Article 4.3.3 SGA	Reimbursement rate %	Maximum EU contribution ³	Requested EU contribution	
A.2 Natural persons under direct contract or persons seconded by a third party		A.5 Beneficiaries that are natural persons without salary				D.2 Equipment		D.3 Other goods and services							
Form of costs ⁴	Actual	Unit	Unit	Actual	Actual	Actual	Flat-rate ⁵	Unit	Unit	Total costs	Receipts	Reimbursement rate %	Maximum EU contribution ³	Requested EU contribution	
	a	b	No hours / Total c	d	[e]	f	25%	g = 0,25 * (a+b+f)	No units / Total [h1]						Total [h2]
[short name partner/linked third party]															

The partner/linked third party hereby confirms that:
 The information provided is complete, reliable and true.
 The costs declared are eligible (see Article 5 SGA).
 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 23, 24 and 28 FPA).
 For the last reporting period: that all the receipts have been declared (see Article 4.3.3 SGA).

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 later on, in order to replace other costs that are found to be ineligible.

¹ See Article 5 SGA for the eligibility conditions.

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 5.2.E SGA). If you have received an operating grant during this reporting period, you cannot claim any indirect costs.

³ 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.

⁴ See Article 4 SGA for the forms of costs.

⁵ Flat rate : 25% of eligible direct costs, from which are excluded: direct costs of subcontracting (see Article 5.2.E SGA).

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 framework partnership and specific grant agreement financed under the COSME Programme (2014-2020) and
- a model for the certificate on the financial statement (CFS).

1. Background and subject matter

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 16 of the Specific Agreement) a **certified financial statement** (CFS; see proposed model below) for each partner and (if applicable) each linked third party, if:

- the cumulative amount of payments the partner/linked third party requests as reimbursement of actual costs is EUR 325 000 or more and
- the maximum EU contribution indicated for that partner/ linked third party in the estimated budget (see Annex 2) as reimbursement of actual costs is EUR 750 000 or more.

The partner 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 partner 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 partner 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 partner take into account the auditor’s preliminary comments and suggestions in order to avoid a qualified opinion or reduce the scope of the qualifications.

¹ This means a high degree of confidence.

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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 or the European Court of Auditors from carrying out checks, reviews, audits and investigations in accordance with Article 27 of the Framework Partnership Agreement.

The Agency expects the certificates to be issued by auditors according to the highest professional standards.

2. Auditors who may deliver a certificate

The partner is free to choose a **qualified external auditor**, including its usual external auditor, provided that:

- the external auditor is **independent** from the partner and
- the provisions of **Directive 2006/43/EC**² are complied with.

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 partner.

Auditors are considered as providing services to the partner/linked third party under a **purchase contract** within the meaning of Article 8 of the Specific 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 5 and 8.1.1 of the Specific 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 partner/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 partner/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 8.1.1.

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 partner '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

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).

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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 partner (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;
 - tenders (if applicable);
 - justification for the choice of subcontractor;
 - contracts with subcontractors;
 - invoices;
 - declarations by the partner;
 - proofs of payment;
 - other documents: e.g. national rules on public tendering if applicable, EU Directives, etc.;
- *for travel and subsistence costs*
 - the partner's internal rules on travel;
 - transport invoices and tickets (if applicable);
 - declarations by the partner;
 - 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 5.1 of the Specific Agreement.

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In particular, the costs must:

- be actually incurred;
- be linked to the subject of the Specific Agreement and indicated in the partner's estimated budget (i.e. the latest version of Annex 2);
- be necessary to implement the specific 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 specific action, as defined in Article 3 of the Specific 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 or Euratom grant (see below ineligible costs);
- be identifiable, verifiable and, in particular, recorded in the partner'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 Specific Agreement (see, in particular, Articles 5 and 8-13) and
- have been converted to euro at the rate laid down in Article 16.6 of the Specific Agreement:
 - for partners 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 rate established by the Commission and published on its [website](#);
 - for partners with accounts established in euro:
Costs incurred in another currency should be converted into euros applying the partner's usual accounting practice.

The auditor must verify whether expenditure includes **VAT** and, if so, verify that the partner:

- 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 partner'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 5.2 and Articles 8.1.1, 11.1.1, 12.1.1, 13.1.1 and 13.2.1 of the Specific Agreement.

³ To be assessed in particular on the basis of the procurement and selection procedures for service providers.

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Personnel costs

The auditor must verify that:

- personnel costs have been charged and paid in respect of the actual time devoted by the partner's personnel to implementing the specific 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 partner's usual policy on remuneration;
- the work was carried out during the period of implementation of the specific action, as defined in Article 3 the Specific Agreement;
- the personnel costs are not covered by another EU or Euratom grant (see below ineligible costs);
- for additional remunerations: the 2 conditions set out in Article 5.2.A.1 of the Specific Agreement are met (i.e. that it is part of the partner'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 partner, regardless of the source of funding used);
- for in-house consultants: the 3 conditions set out in Article 5.2.A.2 of the Specific Agreement are met (i.e. that the in-house consultant works under the partner's instructions, that the result of the work carried out belongs to the partner, 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 partner 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 specific 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.

Travel and subsistence costs

The auditor must verify that travel and subsistence costs:

- have been charged and paid in accordance with the partner's internal rules or usual practices;
- are not covered by another EU or Euratom grant (see below ineligible costs)

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- were incurred for travels linked to action tasks set out in Annex 1 of the Specific 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 partner and only the portion of the depreciation corresponding to the duration of the action has been declared and
- the costs are not covered by another EU or Euratom 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 or Euratom grant (see below ineligible costs).

Ineligible costs

The auditor must verify that the partner has not declared any costs that are ineligible under Article 5.4 of the Specific 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 partner'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 or Euratom grants (including those awarded by a Member State and financed by the EU or Euratom budget or awarded by bodies other than the Agency for the purpose of implementing the EU or Euratom budget); in particular, indirect costs if the partner is already receiving an operating grant financed by the EU or Euratom budget in the same period;
- 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;

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For more information on cost eligibility, see the [COSME Guide for applicants](#).

3.2 Verification of receipts

The auditor must verify that the partner has declared receipts within the meaning of Article 10.3 of the Framework Partnership 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 specific action.

3.3 Verification of the partner'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 specific action and related expenses incurred during the contractual period and
- expenses/income under the specific grant have been recorded systematically using a numbering system that **distinguishes** them from expenses/income for other projects.

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Certificate on the financial statement (CFS)

To
[Partner/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 partner/linked third party] (the [partner's]/[linked third party's]), 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 **Framework Partnership Agreement** and **Specific Agreement** and its Annexes (and in particular the audit methodology described in Annex 4 to the Specific Agreement).
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;
 - determined in accordance with the [partner's]/[linked third party's] accounting principles;
 - incurred during the period referred to in Article 3 of the Specific Agreement;
 - recorded in the [partner's]/[linked third party's] accounts (at the date of this audit certificate);
 - comply with the specific eligibility rules in Article 5.2 of the Specific Agreement;
 - do not contain costs that are ineligible under Article 5.4 of the Specific 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;

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- bank costs charged by the [partner'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 or Euratom grants (including those awarded by a Member State and financed by the EU or Euratom budget or awarded by bodies other than the Agency for the purpose of implementing the EU or Euratom budget); in particular, indirect costs if the [partner//linked third party] is already receiving an operating grant financed by the EU or Euratom budget in the same period;
 - 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 16.6 of the Specific Agreement;]
- total **receipts** of EUR [insert number] ([insert amount in words]) have been declared under Article 10.3 of the Framework Partnership Agreement and
- the [partner'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.

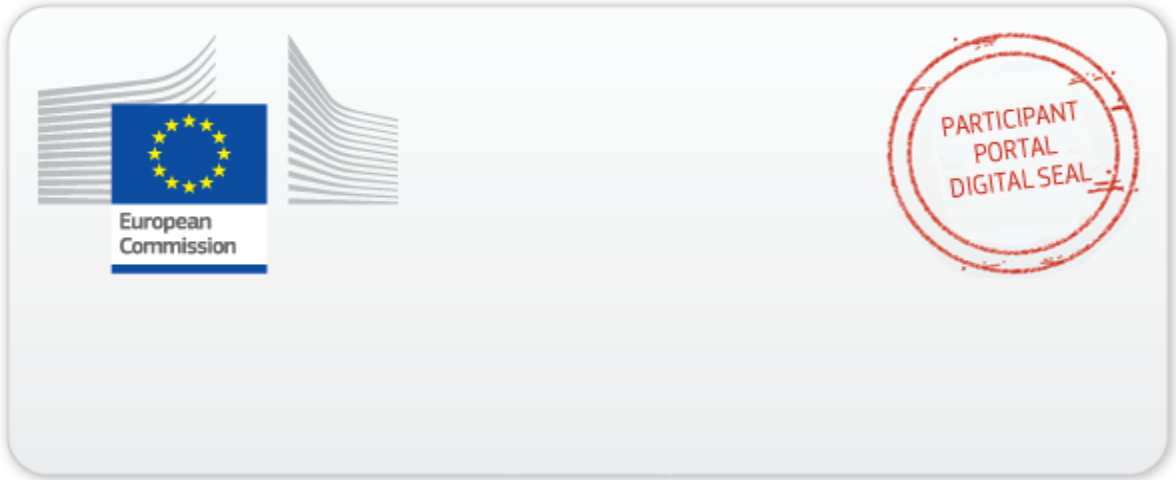
[However, our audit opinion is **qualified** for:

- 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 [partner//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 Specific 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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