

# THE EU ECO-TANDEM PROGRAMME

## CALL FOR PARTICIPATION



MARCH 2022



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## \_SUMMARY / BACKGROUND INFORMATION

### (i) The EU ECO-TANDEM Project.

The present Call is being launched in the framework of the EU ECO-TANDEM Project (henceforth also “the Programme” or “the Project”), which is co-funded by the COSME Programme of the European Union. **The EU ECO-TANDEM Project is thought for the specific mission of finding ways and encouraging traditional Tourism SMEs paired with Tourism (and non-Tourism) innovative startups and innovators, for a mutual benefit cooperation.** The Tourism industry is now facing new challenges (“*over-tourism*”, COVID-19) that will shape the way we address sustainability in the upcoming years. Tourism SMEs need to embrace the opportunity that the new challenge of sustainability offers, as a possible driver of innovation and growth. The scope is to scout innovative solutions for helping traditional SMEs to adopt a more *eco-sustainable approach* in Tourism and support a *green transition* of the sector. People and companies from different disciplines in fact do not naturally cooperate with each other: although companies in Tourism are often very open to collaboration, they lack the resources and interdisciplinary skills necessary to organise such collaborations. The EU ECO-TANDEM Project started on 15th July 2020 and has a duration of 36 months. The total budget amounts to € 1,332,290 co-financed at a 75%-rate by the COSME Programme (EASME/COS-TOURCOOP-2019-3-01). EUR 390,000 out of the Project budget is reserved to European Tourism SMEs in the form of direct financial support: 62 European Tourism SMEs will benefit from it.

The EU ECO-TANDEM brings together the following eight partners from five European countries:

- **X23 the Innovation Bakery (X23) – Italy, the Coordinator**
- **SocialFare (SF) - Italy**
- **Agenzia Nazionale del Turismo (ENIT) - Italy**
- **Italienische Handelskammer Fur Deutschland (ITKAM) - Germany**
- **HHL Gemeinnutzige Gmbh (HHL) - Germany**
- **Slovak Business Agency (SBA) - Slovakia**
- **Universitaet Graz (UNI GRAZ) - Austria**
- **Green Evolution (GE) - Greece**

The Project is a transnational European initiative concentrating efforts in the partner countries: Italy, Germany, Slovakia (i.e. the three matchmaking hosting countries), Greece and Austria but also open to the rest of European Member States. The heterogeneous composition of the Consortium ensures a sufficiently large catchment area and a multitude of contacts. More information about the EU ECO-TANDEM Programme is available on the Project website: <https://www.eu-ecotandem.eu/>.

### (ii) Structure and scheme of the EU ECO-TANDEM Programme.

The EU ECO-TANDEM Programme is a cross-border Programme to identify key challenges in the European Tourism value chain with specific regard to *eco-sustainability* and *green transition*, matching European Tourism SMEs and innovators (i.e. startups, innovative SMEs) to tackle ECO-TANDEM challenges through the so called “TANDEM™ cooperation”. The Project's main goal is to boost *eco-sustainable Tourism development*, and capacity of Tourism SMEs *through transnational cooperation and knowledge/tech transfer*.

Which such scope, the Project is based on 3 pillars, e.g.:

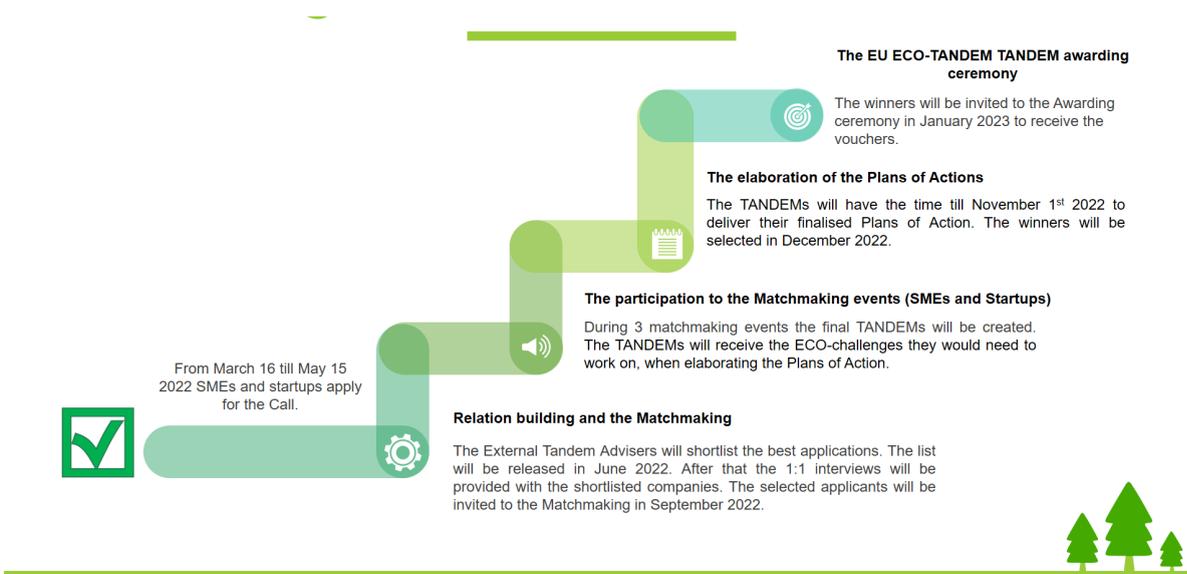
- **The EU ECO- TANDEM Academy** (i.e. Capacity building)
- **The EU ECO- TANDEM Biz Programme** (i.e. EU ECO-TANDEM PRIZE)
- **The EU ECO- TANDEM Network Creation** (i.e. Transnational cooperation)

The BIZ Programme represents the 2nd pillar in the EU ECO-TANDEM scheme and mechanism. It has a specific focus on facilitate self- / mutual- selection, and awarding European Tourism SMEs interested in greening their approach and offer to the market. Instead of using a classic *competitive* approach, the Biz Programme is based on an original *interactionist* approach, that focus on the natural aptitude of SMEs and innovators for encounter, partnership, close cooperate and lively exchange, dialogue, as underlying criteria of business arrangement and development.

The mechanism of the BIZ Programme then, will be developed in 2 main phases:

- **The Engagement phase of the Programme**, which will select the applicants through a “Call for Participation”, further taking part in the Matchmaking events organised at local level (on-site or on-line, in Slovakia, Germany, Italy). The TANDEMs - formed by 1 European traditional Tourism SME + 1 European Tourism (or non-Tourism) innovative startup or innovative SME - will be consolidated at the Matchmaking event. So the phase addresses:
  - EU traditional Tourism SMEs interested in the “eco-transition”
  - EU Tourism and non-Tourism startups interested in providing their innovative solutions for enabling the Tourism SMEs eco-transition;
  - EU Tourism and non-Tourism innovative SMEs engagement.
- **The Execution phase of the Programme**, which will have the TANDEM confirmed and the “TANDEMees” agreeing on a common “Plan of Action”, which later will be submitted for evaluation and possibly grant (*voucher*) awarding.

The BIZ Programme in the nutshell is developed around the following steps:



### (iii) The EU ECO TANDEM Challenges.

Based on a few surveys disseminated during the past 14 months of the Project implementation, the EU ECO-TANDEM partners have come up with the definition of the so-called “EU ECO-TANDEM CHALLENGES”. These have been directly identified by the European Tourism SMEs as respondents. Based on their contribution, the following are the 5 TOP ECO-CHALLENGES to be bridged in the Tourism industries by the European Tourism SMEs still lagging behind in the green transition:

1. Energy conservation measures
  - a. renewable energy programs (i.e., solar and wind power)
  - b. energy-efficient appliances and equipment
  - c. motion sensors that automatically turn lights off in low-traffic areas

- d. energy-efficient light bulbs (LED) and depending on daylight rather than artificial light when cleaning vacant dirty rooms
  - e. energy-efficient air conditioning and air-based heat pump appliances
  - f. procurement of electricity from a renewable electricity supplier
2. Waste management measures
    - a. purchasing products containing recycled content
    - b. collecting organic kitchen waste separately for soil composting
    - c. purchasing food items and cleaning chemicals in bulk
    - d. adopting a donation program (donating food leftovers and linens to charity)
    - e. grinding the remaining guest soaps to use as laundry detergent
  3. Water conservation measures
    - a. recycling/reusing water Programme
    - b. water-efficient devices and appliances (e.g., using low-flow toilets and shower-heads and installing infrared-activated faucets)
    - c. recycling the grey-water (water from washing vegetables and fruits) for grass irrigation
    - d. monitoring the water consumption in each department to track usage
  4. Mobility management measures
    - a. portfolio of tourist experiences combining sustainable mobility modes, i.e. cycling/pilgrimage, walking/architecture
    - b. running synergies between sustainable mobility modes, i.e. on PT card offer discount for bike-sharing, on bike-sharing card offer discount for electric car rental.
    - c. use of big data analytic tools for collecting and sharing data between Tourism and transport operators.
    - d. including the upgrading of sustainable mobility modes and infrastructures in the destination strategic planning.
  5. COVID-19 recovery measures
    - a. the sanitisation tools usage
    - b. contactless visitor management
    - c. customer relations: guaranteeing privacy, health, and safety standards, and providing customers with information on responsible behaviour and sustainability issues at their destinations

The European Tourism SMEs intending to apply to the EU ECO-TANDEM BIZ Programme will have to identify one out of the 5 thematic challenges corresponding to their specific needs.

## \_\_OBJECTIVES of the Call for participation.

### iv) Objectives of the Call for participation.

The objective of this "Call for Participation" is to select European Tourism SMEs and European Tourism (or non-Tourism) startups or innovative Tourism (or non-Tourism) SMEs - hereafter referred as the "Third Party Beneficiaries", to create "TANDEMs" (couples of companies joining and sharing an original business arrangement), and select the best ones, then providing them with technical and financial support to facilitate the *European Tourism SMEs eco-transition*. The selection process will be free of charge for the applicants.

Sixty two (62) European Tourism SMEs will be selected for funding at the end of the Biz Programme: 16 companies will be co-funded by (the EU ECOTANDEM Consortium partner) **X23** (Italy - i.e. the Consortium Coordinator); 14 will be co-funded by **SocialFare** (Italy); 16 will be co-funded by **ITKAM** (Germany) and 16 will be co-funded by **SBA** (Slovakia).

### v) Benefits for the participants.

#### For the Traditional Tourism SMEs:

The participants will be working closely with experts coming from the EU ECO-TANDEM Consortium of partners and innovators from the Green Economy sector to bridge the "*eco-sustainability gap*" in the Tourism SMEs. Thus, benefiting from using more eco-sustainable products, services or processes, therefore greening their offer.

#### For the Tourism Startups or Innovative SMEs:

The chance to collaborate with a traditional SMEs with expertise and knowledge of the Tourism sector to envision a new scenario to implement the startup service/product; a lot of visibility and exposure through the EU ECO-TANDEM network, opens up of new channels, becoming an interesting case history for future partnerships.

#### For the Third Party Beneficiaries (i.e. the "TANDEMs" awarded by the Consortium):

Third party beneficiaries will be receiving funds (micro-vouchers) to cover specific costs for the implementation of the activities as resulted from their "Plan of Action(s)". Please note that vouchers will not cover expenditures for goods or equipments (e.g. technical devices, consumer electronics, personal computers, mobile devices, wearable technology, software, hardware, logistic systems, semiconductors, etc.). For reference of detailed eligibility costs the full list is annotated in the forthcoming paragraph of the Call (Sect. B - Eligibility of Activities and Costs).

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## ELIGIBILITY CRITERIA.

The Programme is strictly limited to the following categories of applicants:

- EU **traditional Tourism (NACE 55.\* , 79.\* categories) SMEs** <sup>(a)</sup> {α}
- EU **Tourism (NACE 55.\* , 79.\* categories) micro-enterprises** {β}
- EU **Tourism Startups** <sup>(b)</sup> {γ}
- EU **non-Tourism Startups** <sup>(b)</sup> {δ}
- EU **Tourism Innovative SMEs** <sup>(a)</sup> {ε}
- EU **non-Tourism Innovative SMEs** <sup>(a)</sup> {ζ}

<sup>(a)</sup> [Please, note that to be eligible under the Programme, SMEs **must comply** with the European Commission Recommendation 2003/361/EC and the SME user guide.]

<sup>(b)</sup> [Please, note that **only** startups included in the categories provided for in the **Guidelines for Applicants** (specifiCally “Definition of ‘startup’ in EU countries”) will be considered admissible.]

The Programme will award a maximum number of **31 TANDEM**s (62 companies/“TANDEMees” overall).

### A. ELIGIBILITY OF APPLICANTS.

#### A.1. Traditional SMEs, Innovative SMEs, Micro-enterprises, bellowing to Tourism or non-Tourism sectors.

The European traditional Tourism (NACE categories) SMEs {α}, the European Tourism (NACE categories) micro-enterprises {β}, and the EU Tourism Innovative SMEs\* {ε}, **must come from** the following categories:

- i) Hotels and similar accommodation (NACE 55.10)
- ii) Holiday and other short-stay accommodation (NACE 55.20)
- iii) Camping grounds, recreational vehicle parks and trailer parks (NACE 55.30)
- iv) Travel agency, tour operator reservation services and related activities (NACE 79.\*)

**and must comply with** the European Commission Recommendation 2003/361/EC<sup>1</sup> and the [SME user guide](#).

The European non-Tourism SMEs {ε}, and the European non-Tourism Innovative SMEs {ζ}, are eligible to participate the Programme, but **will not be granted with any direct financial contribution**.

#### A.2. Startups.

The EU Tourism Startups {γ} and the EU non-Tourism Startups {δ} must be included in the categories listed in the Guidelines (specifiCally “Definition of ‘startup’ in EU countries”).

In order to be financially funded, the EU Tourism Startups {γ} **must fall into** the specific categories of “Tourism industries”, in line with selected Eurostat classes; as regard the EU non-Tourism Startups {δ}, they are eligible to participate the Programme, but **will not be granted with any direct financial contribution**.

#### A.3. Geographical Eligibility, and Special Bonus.

Only the organisations (as above listed and described) based in the European Member States are eligible to participate to the present Call. Due to the mechanism underlying the ECO-TANDEM Programme, with a view to preserving the technical feasibility, the legal consistency, the practical and

<sup>1</sup> <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2003:124:0036:0041:en:PDF>

economic testability, and the effective implementability of the actions provided by the present Call, the Consortium partners, under the authorisation of the public donor (European Commission) held that a special geographical focus will be given to the organisations coming from Austria, Germany, Greece, Italy, and Slovakia (i.e. the countries where the Consortium partners are based and the matchmaking will be celebrated).

#### **A.4. Declaration and Obligation of Participants.**

Participants must respect the following declarations and obligations:

- I. Declare not having received funding from other public entities for the same item of costs;
- II. Declare not having received financial support under other Projects/initiative co-funded by the Call for Proposals under GRO/SME/19/C/077 Projects: CEnTOUR, TouriSME, ETGG2030, Sustour;
- III. Obligation to submit timely all the reports of the co-funded activities;
- IV. Obligation to keep records and other supporting documentation related to claimed costs for at least 5 years;
- V. Not failing under the cases provided by laws regulating the "in difficulty" [entity-ies], according to the point 14 of the Commission Regulation (EU) No 651/2014 of 17 June 2014;
- VI. To be operating in one of the registered Business Activities listed in the *Call Announcement*;
- VII. Not falling into any of the exclusion criteria apply for participation in the *Call Announcement*;
- VIII. Declare to be compliant to the prompt responsibility on accuracy and veracity of data and documents submitted or shared with the EU Tourism SMEs as TANDEMee, and with all the conditions and obligations laid down in the *Call Announcement*;
- IX. Declare not being or to have been declared in bankrupt or have initiated bankruptcy procedures in any of the EU countries,;
- X. Declare not being or to have been being in a matter of the convictions for fraudulent behaviour or other financial irregularities, unethical or illegal business practices;
- XI. Declare not being or to have been under liquidation or an enterprise under difficulty according to the Commission Regulation No 651/2014 art. 2.18.)
- XII. Declare not being or to have been part of any economic group (shareholding, [Equity Structure](#), company shared ownership or control, etc.) falling under the cases provided in IX, X, XI;
- XIII. Obligation to permit the EU ECO-TANDEM Consortium partners to process the data for management and statistical purposes only (including publishing of general information) even through digital devices in compliance with the security and privacy within the law on data processing by the EU ECO-TANDEM Programme. Consortium Partners will be made by the provisions of Regulation (EU) 2016/679 and the subsequent transposing laws (jointly, the "GDPR");
- XIV. Declare not having submitted alone or in combination with other entities, other applications under this *Call Announcement* from the EU ECO-TANDEM Programme. The aforementioned SME can submit only one application to the open Call for Participation; in the case of multiple submissions, only the last application received will be considered.

#### **A.5. Liability, disputes, reduction and revocation of the grant.**

##### **A.1.1. Liability of the Consortium.**

The Consortium cannot be held liable for any damage caused to the Third Party Beneficiaries [European Tourism SMEs and European Tourism (and non-Tourism) startups or innovative SME] as a consequence of implementing the action, including for gross negligence.

##### **A.1.2. Liability of the Third Party Beneficiaries [European Tourism SMEs, European Tourism (non-Tourism) startups or innovative SME].**

Except in the case of force majeure, the Third Party Beneficiaries must compensate the Consortium for any damage sustained as a result of the

implementation of the action or because the action was not implemented in full compliance with the *Financial Agreement (template Annex III)*.

#### **A.1.3. Reduction and Revocation.**

The contribution is reduced, rejected or revoked by the Consortium in the following cases:

- the Quality and Financial reporting of the Plan of Action along with the use of funds and claiming of costs was submitted after the deadline posed by the Consortium;
- the implemented activities do not comply with quality standards required by the Consortium and set in each Financial Agreement (template Annex III);
- reporting does not comply with the requirements set.

#### **A.1.4. Continuous checking.**

At any moment of implementation of the action and afterwards, the Consortium has the right to carry out checks, reviews and audits, to ascertain:

- the proper use of funds concerning the eligible costs;
- compliance with the obligations laid down in the Call;
- the truthfulness of the declarations and information produced by the Third-Party Beneficiary [European Tourism SME; European Tourism (non-Tourism) startup or innovative SME].

Occurring the above situations or in case of impossibility of carrying out the checks, reviews and audits for reasons attributable to the Third Party Beneficiary, the contribution may be reduced, rejected or revoked and may lead to criminal prosecution under national law. The contribution will be revoked in case of express renunciation of the contribution by the Third Party Beneficiary. In case of revocation, any up-front instalment/pre-financing received by the Third Party Beneficiary must be reimbursed, legal interests included, to the Consortium within 15 calendar days from the official communication.

### **A.2. Conflict of interests.**

**A.1.1. Obligations to avoid a conflict of interests:** The Consortium beneficiaries and the Third Party Beneficiaries must take all measures to prevent any situation where the impartial and objective implementation of the action is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest (“conflict of interests”). In further particular, the application to the Programme and the consequent participation in the selection phase are strictly forbidden to any applicant (SMEs or Startups, as above described) which, at the time of the present Call publication, have any of the Consortium partners playing as part of the organisational structure, and/or as a shareholder participating in the SMEs or Startups capital.

**A.1.2. Consequence of non-compliance:** If a Consortium beneficiary or a Third Party Beneficiary breaches any of its obligations under the Call, the grant may be reduced and the Agreement or participation may be terminated. Such breaches may also lead to any of the other measures such as rejection of ineligible costs, reduction of the grant, recovery of undue amounts and potential administrative and financial penalties, opening of an infringement (legal) procedure.

### **A.1. Confidentiality.**

**A.1.1. General obligation to maintain confidentiality:** During the implementation of the action and for five years after the payment of the balance from the EISMEA to the Consortium, all 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'). 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.

**A.1.2. Consequences of non-compliance:** If a Third Party Beneficiary breaches any of its obligations under this Call, the grant may be reduced. Such breaches may also lead to any of the other measures such as rejection of ineligible costs, reduction of the grant, recovery of undue amounts and potential administrative and financial penalties.

## **A.2. Promoting the action — visibility of EU funding.**

### **A.2.1. Communication activities by the Third Party Beneficiaries.**

#### **A.2.1.1. General obligation to promote the action and its results.**

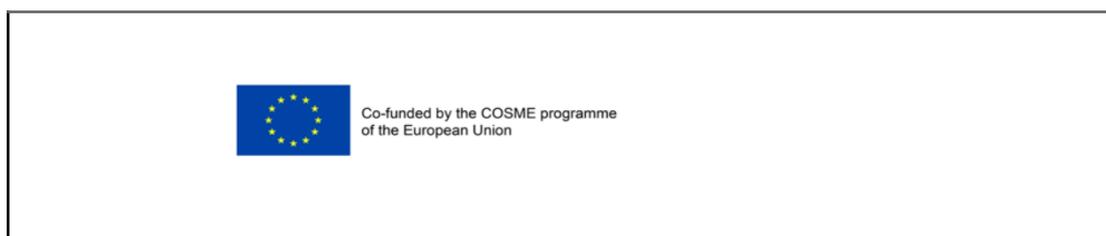
The awarded SMEs are obliged to promote the action and its results. The Consortium of partners, and/or one of the organisations belonging to it, will lead and drive the awarded organisations with a timescale/detailed-rules to implement such dissemination and promotion of the Programme in the proper way. Contents specific to this will be circulated to the awarded organisations and will be followed by the winners.

#### **A.2.1.2. Information on EU funding — Obligation and right to use the EU emblem graphic purpose.**

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

- *display the EU emblem*
- *include the following text: "This [insert appropriate description, e.g. report, publication, conference, infrastructure, equipment, insert type of result, etc.] was co-funded by the European Union's COSME Programme."*

When displayed in association with another logo, the EU emblem must have appropriate prominence. For their obligations under the Call, Third Party Beneficiaries may use the EU emblem without first obtaining approval from the EISMEA. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.



Picture 6: EU emblem and co-funding relevance; EU ECO- TANDEM Programme logo

## B. ELIGIBILITY OF ACTIVITIES & COSTS.

### A.1. Financial allocation of the Call.

The EU ECO-TANDEM Programme Support scheme will empower the European Tourism SMEs and European Tourism startups to bridge the gap in the *eco-sustainability and green transition* in the Tourism industry. This will be done by a strong cooperation among one (1) European traditional<sup>2</sup> Tourism SME and one (1) Tourism (or non-Tourism) innovative startup or innovative SME, identifying a common EU ECO-CHALLENGE<sup>3</sup> to be tackled and agreeing on a common Plan of Action. Such support to the European Tourism SMEs and European Tourism Startups must be part of the Project costs and shall be included under the corresponding cost headings. Financial support to Third Party Beneficiaries shall serve to cover the costs as described in the “Plan of Action” agreed by the “TANDEMees”.

### A.2. List of eligible activities to be funded and types of costs.

#### A.2.1. Eligible activities relate to the following categories of costs [list]

##### A.2.1.1. Travel, registration and accommodation costs to attend [list]

- *green certification courses;*
- *study visit at the startup premises to further implement the solution designed in the Plan of Action;*
- *coaching and mentoring sessions for a feasibility study;*
- *participation fees to green-oriented events at EU level*

The maximum expense for travel, registration and accommodation costs is 30% of the maximum grant amount if the Third Party Beneficiary participates in the study visit; otherwise, in case the Third Party Beneficiary will not participate in the study visit, then the 20% of the total amount will be shifted to the other heading of costs. If external conditions will constrain to organise only on-line events, with the consequence that resources cannot be spent for travels, registration and accommodation, the related amount shall be shifted to the other heading of costs, under the approval from the EU ECO-TANDEM Consortium Coordinator.

##### A.1.1.1. Investment for the uptake of sustainable or green solutions [such as]

- *compliance adaptation for certification schemes including costs of certification or standardisation.*
- *advisory services in the field of market analysis (sustainability need with respect to a specific customer segment for the SME)*
- *specific technical assessment at the SME premises to evaluate the feasibility of the innovative solution implementation;*
- *test-beds costs for the implementation of the green innovative solution at the SMEs premises;*
- *skills improvement:*
  - specialised training to the SME key staff around the new innovative green solution usage;
  - specialised training around the environmental and social impact of the operations of SMEs in order to assess their “green maturity level”;
  - specialised training around managing operations in a more environmentally-friendly manner etc.).

### A.3. Maximum amount of financial support for each Third-Party Beneficiary.

The maximum amount of financial support (grant) per TANDEM cannot exceed **thirteen thousand euros (EUR 13.000)**. Specific rules apply as follow:

- If the TANDEM is formed by 2 European Tourism SMEs, the financial support will be distributed equally to the two parties (EUR 6.500 each);

<sup>2</sup> Traditionally, we intend those SMEs who are still lagging behind in the green transformation and need to increase their knowledge and improve their services, products and services according to a more eco-sustainable approach.

<sup>3</sup> Please, refer to TOP 5 “List of the EU ECO-TANDEM CHALLENGES” [check above in part C. The EU ECO TANDEM Challenges].

- if the TANDEM is formed by 1 European Tourism SME and 1 European Tourism startup, the financial support will be distributed equally to the two parties (EUR 6.500 each);
- If the TANDEM is formed by 1 European Tourism SME and 1 European non-Tourism SME or non-Tourism startup, the voucher (EUR 6.500) will be assigned only to the European Tourism SME.

#### **A.3.1. Number of selected "TANDEMees".**

62 European "TANDEMees" (31 TANDEMs) will be selected for the support scheme implemented by the EU ECO-TANDEM Programme.

#### **A.3.2. Validation of candidates status.**

To validate their status as EU traditional Tourism (NACE 55.\* categories) SMEs {α}, or EU Tourism (NACE 55.\* categories) micro-enterprises {β}, or EU Tourism Startups {γ}, or EU non-Tourism Startups {δ}, or EU Tourism Innovative SMEs {ε}, or EU non-Tourism Innovative SMEs {ζ}, a formal and updated Business Register extract provided by the Chamber of Commerce where the NACE code and the Company Structure is demonstrated, will have to be submitted to the Consortium partners during the selection process.

### **A.3. ELIGIBILITY OF THE APPLICATIONS.**

Only one application per applicant can be submitted under this Call for participation. In the case of submissions of different applications or multiple submissions of the same application by the same applicant, only the last one received will enter the evaluation process, the rest being rejected.

### **A.4. GENERAL RULES AND DEADLINE FOR SUBMISSION OF APPLICATIONS.**

**A.1.1. [language]** Only proposals submitted in English will be accepted. Submissions written in another language will not be evaluated.

**A.1.2. [deadline]** Only applications submitted before the deadline will be accepted. The deadline for this Call is on 15th of May 2022, at 17:00 CEST (Brussels Time).

**A.1.3. [digital mean for submission]** Only proposals submitted via:

- the Good Grants<sup>4</sup> on-line platform complete with all the templates annexed will be accepted.

Paper/printed versions submitted by post or other means will not be accepted. Hand-written applications will not be accepted.

**A.1.4. [note on the Application form]** Please note that only the Application Form (Annex I) which has to be filled in will be evaluated at the submission phase. It is therefore of utmost importance that this document contain all the relevant information concerning the action. Applicants are expected to provide complete and accurate applicant information and data via the Good Grants on-line platform, as provided in the "Guide for Applicants".

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<sup>4</sup> See at the URL: <https://x23eupro.grantplatform.com>

## \_APPLICATIONS.

### B. HOW TO APPLY.

**A.1. Where and how to send applications.** All applicants who would like to participate to the Call to action are requested to:

**A.1.1. [dedicated platform]** Apply via the dedicated platform (Good Grants)<sup>5</sup>.

**A.1.2. [Application form]** Fill in the information requested in the Application form on the dedicated platform (Good Grants) (template Annex I).

**A.1.3. [Submission]** Complete and submit the Application Form (template Annex I) over the Good Grants platform. An “Acknowledgment of Receipt” email will be sent to the applicant.

**A.1.4. [appeal inadmissible]** Applicants who fail to do so will not be considered eligible. All necessary documentation in the form of templates can be found attached to the present Call for Participation and under the EU ECO-TANDEM Project website [HERE](#).

**A.2. Deadline for submissions of applications:** The Call for applications will be open from 16th of March 2022 to the 15th of May 2022 at 17:00 CEST (Brussels Time), thereafter the submission platform will be closed. It is strongly recommended not to wait until the last minute to submit the application. *Note that failures to submit it on time for any reasons, including network communication delays or working from multiple browsers or multiple browser windows, is not acceptable as an extenuating circumstance. The time of receipt of the application as recorded by the submission on-line platform (Good Grants) and the “Acknowledgment of Receipt” email will be definitive. Late submitters will receive a “call closed” email.*

**A.3. Further information about applications:** Questions may be sent by e-mail no later than 7 days before the deadline for the submission of applications to the following e-mail address [info@eu-ecotandem.eu](mailto:info@eu-ecotandem.eu), indicating clearly the reference of the Call for participation and the question. The EU ECO-TANDEM Project Consortium partners have no obligation to provide clarifications to questions received after this date. Replies will be given no later than 5 days before the deadline for the submission of applications.

**The applicants are also encouraged to visit [the FAQ page](#) for further info.**

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<sup>5</sup> See at the URL: <https://x23eupro.grantplatform.com>

## EVALUATION & SELECTION.

### B. EVALUATION AND SELECTION OF APPLICATIONS.

#### A.1. Evaluation process and Commissions.

The Evaluation of the applications and of the *applications* submitted will be carried out by one independent body, e.g.:

- the External Tandem Advisors (ETAs), with a variety of backgrounds (sustainability, Tourism, innovation, business and strategy), in charge of the selection of the applications received so far; **AND**

The evaluation process of the applications to the present Call for Participation, which will take approximately 5 weeks after the Call is closed, is summarised as the following steps:

*Step 1) Administrative revision of applications and request of added documentation, if needed;*

*Step 1) The ETAs will be evaluating the applications through the Good Grants on-line platform, where the applications will be distributed proportionally among all evaluators;*

*Step 1) The ETA evaluators will be called out to agree upon a Consensus Evaluation form afterwards;*

*Step 1) The Consortium partners will collect the Consensus Evaluation form and generate a ranked list from the highest scored application to the lowest;*

*Step 1) The Consortium partners will meet to validate the results and agree on the final list of selected applicants and a reserve list.*

#### A.2. Check of applications eligibility.

The criteria for the administrative eligibility of the applicants will be performed by the Consortium partner and validated by the Lead Partner. The ETA will be evaluating the applications received so far over the Good Grants on-line platform. The “Eligibility criteria” will be applied to discard non-eligible proposals. Proposals being marked as non-eligible will get a rejection letter for being cataloged as non-eligible. No further feedback on the process will be given for the non- selected one.

#### A.2. Evaluation criteria of applications.

Eligible applications will be evaluated against predetermined evaluation criteria, applying predefined weighting factors and thresholds. Each application will be evaluated by independent evaluators (ETA) with experience in sustainable Tourism and business development. ETA will record their individual opinion for each application on an Individual Consensus Evaluation Form, through the Good Grants on-line platform.

The evaluation will be done remotely, scoring the application based on the following criteria:

##### D3.1. Table of criteria for candidates evaluation.

Criterion	Weight	Description
<b>EXCELLENCE</b>		
		<i>for the SMEs (e.g. {α}, {β}, {ε}, {ζ} categories)</i>

### D3.1. Table of criteria for candidates evaluation.

<ul style="list-style-type: none"> <li>SMEs profile, prominence in the market; vitality; green ambition;</li> <li>startup track record and ambition</li> </ul>	10 %	General description of the company, your achievements, your actual needs with respect to the transition to a green economy and to a more eco-sustainable Tourism offer. The background expertise and vitality of the SME, market positioning, strategy for the green transition.
		<b>for the Startups (i.e. {γ}, {δ} categories)</b>
		General description of the company, your achievements, your actual innovative solution to green the industry sector; The startup stage and business readiness and the level of innovation proposed.
<b>for the SMEs (e.g. {α}, {β}, {ε}, {ζ} categories)</b>		
ECO-Challenge fit	15 %	The consistency of the problem described by the SME and the fit with the ECO-Challenge selected; the capacity to outline the benefits in tackling the challenge and to quantify them for the SME;
		<b>for the Startups (i.e. {γ}, {δ} categories)</b>
		The capacity to describe the innovative solution and its potential to tackle the challenge selected by the startup; the capacity to quantify the positive impact resulting from the solution implementation at the SME premises by the startup
Team expertise and complementarity	5 %	The profiles of the core team; their expertise and fitting to the scope of the TANDEM cooperation for both SME and startup
Innovation ( <i>*only startup</i> )	20 %	The level of innovation of the startup, documented by their track-record and their traction; the appropriateness of both TRL and BRL as defined in the Call and consistency.
<b>IMPACT</b>		
<b>for the SMEs (e.g. {α}, {β}, {ε}, {ζ} categories)</b>		
Environmental, social and economic impact	50%	The description of the strategy to 2030 to reach a green transition for the SME; The description about how the innovative solution will drive the green transition in the market by 2030 for the startup.
		<b>for the Startups (i.e. {γ}, {δ} categories)</b>
		The evidence from the quantitative and qualitative indicators around how the innovative solution will impact the SMEs on the different levels: <ul style="list-style-type: none"> <li>Environmental impact: (according to the specific ECO-Challenge selected)</li> <li>Social impact: according to the specific ECO-Challenge selected</li> <li>Economic impact: according to the specific ECO-Challenge selected.</li> </ul>

### A.3. Enhanced Consensus Scoring.

A Consensus Conference (CC) will follow the above mentioned scoring phase among the evaluators, resulting in the final ranking of selected applicants. A specific Evaluation Report will be elaborated. The Consensus will examine in depth, and adequately score the candidates with some additional points, on each of the following criteria, and bonus(es):

EXCELLENCE	SME vitality and green ambition: 0-10 points
EXCELLENCE	ECO-Challenge fit: 0-10 points
EXCELLENCE	Team expertise and complementarity: 0-10 points
EXCELLENCE	Innovation ( <i>*only Startups</i> ): 0-10 points
IMPACT	Environmental, social and economic impact: 0-10 points
"ACADEMY" BONUS	Applicants who participated in the <b>EU ECO-TANDEM Academy</b> (i.e. Capacity building): 4 points
GEOGRAPHICAL SPECIAL BONUS	Placed in Austria, Germany, Greece, Italy, and Slovakia (i.e. the countries where the Consortium partners are based and the matchmaking will be celebrated): 1 point

Successful applications for the SMEs must pass the minimum thresholds of 30/55. Successful applications for the Startups must pass the minimum thresholds of 35/55.

It is ruled with no exception that, in case even the highest scoring application results - at the sole discretion of the evaluation committees and the Consortium Coordinator – of inadequate quality, thus below the threshold, the Consortium will opt for no selection. In such circumstances, a new round of submission of candidatures will be scheduled through a due public call.

### A.4. Ranking criteria and selection process of the applications.

The criteria for the ranking of the applications will follow the rules below:

- *Rule 1: the proposals will be ranked based on their overall score (based on the Consensual Evaluation Report).*
- *Rule 2: In case following rule 1 there are proposals in the same position, priority will be given to proposals that have a higher score in "Impact".*
- *Rule 3: in case following rule 2 there are proposals in the same position, priority will be given to proposals that have a higher score in "Excellence".*

At the end, a minimum of 122 applicants will be selected, and additional 20 applicants will remain in a reserve list, following the score ranking resulting from the evaluation phase. In the event of selection of a lower number of applications and total amount of funding available, the EU ECO-TANDEM Consortium may reopen the Call at a later date. Once the evaluation process is completed, all applicants will receive a notification by email about the results. The selected applicants will be informed via e-mail about the evaluation results even in case of acceptance or rejection together with an Evaluation Summary Report (ESR). The following cases may only be possible:

- *NO SELECTION. The notification will be sent together with an ESR.*

- *NO SELECTION (IN RESERVE LIST). The notification that the applicant has not been selected, but is in the reserve list, will be sent together with an ESR.*
- *SELECTION. The notification will be sent to selected applicant along with the ESR and further instructions about the next steps in the process.*

A letter of acceptance shall be signed by the selected applicant within 7 days after receiving the notification, otherwise the applicant's interest in participating in the Programme will be considered withdrawn and its spot will be offered to the next ranked applicant from the reserve list. According to the final ranking, the shortlisted applicants who confirmed their participation in due time will be informed and Called out to participate a one to one interview, and take part in the further "Matchmaking event" for creating the "TANDEM" as provided in the Programme mechanism.

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## POST-SELECTION OF INDIVIDUAL APPLICANTS AND THE “TANDEM™ COOPERATION” CREATION.

### E. POST SELECTION OF INDIVIDUAL APPLICANTS.

#### A.1. The “TANDEM™ Cooperation” Creation: Matchmaking events.

##### A.1.1. The TANDEMS creation (relation building phase for pre-matching, matching day, acceptance).

The phases before the FINAL TANDEMS are listed in four steps, as follow:

*Step 1) As a result of the interests collected during the promotional and enrolment activities and resulting from the application to the Call, assessment of applicants and potential matching relationships will be developed, outlining mutual interests and benefits and matching requirements. On top of that, the Consortium partner “Leipzig Graduate School of Management” (HHL, Germany) will coordinate the partners in suggesting potential (non mandatory) matching, and producing a final list of short-listed applicants.*

*≡[1 to 1 interviews]≡. On top of that, 1to1 interviews will be scheduled to double check the participation criteria and to understand the real commitment of the SMEs and Startups, their capacity to calculate and manage risks in the following “tandeming” business arrangement. [Please, note that corrective measures will be set up in case of eventual insufficient SMEs or Startups application (activating synergies with SMEs associations, incubators and accelerators in the area; ad hoc initiatives involving EEN offices). At least 60 1to1 interviews will be conducted by each partner, monitored by the Q&EM, while the process will last 15 days.]*

*Step 2) The shortlisted companies will be invited to participate in the live matchmaking event for creating the “TANDEMS”. During the matchmaking, the companies will select each other forming couples or “TANDEMees”, not necessarily corresponding to the ones suggested by the HHL partner, and willing to truly co-elaborate and run an effective business activity. This business activity will aim at creating a new synergy [i.e. business-to-business (B2B) criteria] facilitating the two “TANDEMees” to jointly set-up an original process or mechanism, as part of eco-sustainable solution(s), fostering technical cooperation in adopting such new solution(s) themselves and lead it into the(ir) market. Possibly, the pre-matched companies by HHL will attend the matchmaking event confirming (or not confirming) the suggested match.*

*Step 3) TANDEMS [1 European Tourism SME + 1 European innovative Tourism (or non-Tourism) Startup] will be consolidated.*

*Step 4) The FINAL TANDEMS - each one including a couple of “TANDEMEES” as before described - will be asked to sign the “EU ECO-TANDEM Commitment” (template Annex II).*

##### A.1.1. Signatures of the “EU ECO-TANDEM Commitment”.

The “TANDEMees” will sign as a TANDEM “The EU ECO-TANDEM Commitment” (template Annex II). By signing the “The EU ECO-TANDEM Commitment” (Annex II), the beneficiaries accept to be subject to the “TANDEM™ Cooperation” scheme and mechanisms, and to respect the contractual rules with all the obligations, terms and conditions it sets out (e.g., deadlines for Plan of Action submission, acceptance of the criteria for evaluation and awarding, etc., as described in detail in the following articles), and attitude (fairness, spirit of cooperation, observation of recommendation by the Consortium coordinator and partners, etc.) and to be checked at the European Commission services continuously, such as:

[https://ec.europa.eu/taxation\\_customs/vies/](https://ec.europa.eu/taxation_customs/vies/)<sup>6</sup>. Further to that, they agree to implement the Plan of Action under their own responsibility and in accordance with the agreement.

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<sup>6</sup> The European Commission services such as: [https://ec.europa.eu/taxation\\_customs/vies/](https://ec.europa.eu/taxation_customs/vies/)

## \_\_GENERATIVE “TANDEM™ COOPERATION”.

### A. “TANDEM™” COOPERATION.

#### A.1. “Plan of Action” elaboration.

≡[The cross-sectoral cooperation, Plan of Action and final evaluation]≡. Each TANDEM will have to elaborate a Plan of Action referred to the ECO-challenge selected in the application form and confirmed during the Matchmaking events. The “TANDEMees” will have 45 days for the elaboration of the Plan of Action to be uploaded onto the Good Grants on-line platform<sup>7</sup>. The High Level Advisory Board will be Called out for the evaluation of the Plan of Actions received so far and for the selection of the winners. At the end of the process, a final list of TANDEM winners will be consolidated.

#### A.2. “Plan of Action” submission.

The TANDEMees will submit the Plan of Action over the Good Grant on-line platform. An “Acknowledgment of Receipt” email will be sent to the applicant. All the “Plans of Action” received will be distributed to the High Level Advisory Board for their evaluation.

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<sup>7</sup> See at the URL: <https://x23eupro.grantplatform.com>

## AWARDING BEST TANDEM.

### B. TANDEM AWARD CRITERIA.

#### A.1. Evaluation process and Commission, and Evaluation body.

The High Level Advisory Board (HLAB), composed of 8 external evaluators with a variety of backgrounds (sustainability, Tourism, innovation, business and strategy) will evaluate the Plans of Action. They will be coordinated by the Consortium partners with the supervision of the Consortium coordinator (X23, Italy) all along the way of the evaluation and selection of the final awarded TANDEM.

#### A.2. Evaluation criteria.

The best Plan of Actions will be evaluated against the following criteria and related scores, and special bonus:

Criterion 1 - Relevance of the actions in view of the objectives of the main goal of the Programme<sup>8</sup> (meeting goals with specific reference to *eco-sustainable solution(s), green transition, and the “eco-challenges” specific to the Programme*; appropriate results; appropriate partnership: competences): **0-20 points**

Criterion 2 - Quality of the proposed actions (excellent solution and level of innovation; clear and feasible description of actions; appropriate allocation of resources, including management): **0-20 points**

Criterion 3 - Impact, e.g. socioeconomic impacts, cultural impacts, environmental impacts (— Note that appropriate impact indicators, project continuation will be evaluated.): **0-25 points**

Criterion 4 - Cost-effectiveness (coherence, detail and clarity between actions proposed and budgeted resources): **0-15 points**

Criterion 5 - I.S.M.A.R.R.T. (Impactful, Specific, Measurable, Assignable, Realistic, Relevant, Time-related) proposed management scheme for compliance: **0-20 points**

GEOGRAPHICAL SPECIAL BONUS	Plan is placed in Austria, Germany, Greece, Italy, and Slovakia (i.e. the countries where the Consortium partners are based and the matchmaking will be celebrated): 1 point
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The evaluation process of the Plans of Action, which will take approximately 4 weeks after the submission deadline, is summarised in the following three evaluation-steps:

*EV-Step 1) Distribution of the Plans of Action between the HLAB evaluators.*

*EV-Step 2) The HLAB evaluators will be assigned to proceed with the scoring of the Plans of Action and prepare the evaluation forms.*

*EV-Step 3) These evaluators will meet within a single Consensus Conference (CC) for the scope of reaching the final ranking of winners. A specific Evaluation Report will be elaborated. The Consensus will examine in depth and score the candidates: a definitive ranking will result.*

Please note that the phase provide that a Quality Threshold is set at the the minimum score of 80/101. The final result will be based solely on the rank from highest to lowest.

### **A.3. Selection process of the TANDEMS winners.**

The HLAB members will consolidate the results and deliver the final list of TANDEMS. The Third-Party Beneficiaries belonging to the selected TANDEMS will be informed about the decision by the end of November 2022. The official mean of communication will be an email towards the contact-person elected by the TANDEMS within the “EU ECO-TANDEM Commitment”. The TANDEMees will receive a copy of the “Financial Agreements for Grant” by the Consortium legal representative, and will have seven (7) calendar days to sign and send back such file duly signed as an official token of acceptances and accessions to the grant.

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## \_\_REPORTING PUBLIC FUNDS TO THE DONOR

### C. REPORTING (PERIODIC CHECK; REPORT; COSTS; TRANSFER OF FUNDS).

- A.1. Check on the actions.** The awarded "TANDEMS" will be Called out in a virtual meeting one month after the awarding ceremony to check the progress done so far in the implementation of the "Plan of Action" awarded so far and for detailing the actions taken and the results achieved.
- A.2. Reporting.** A periodic report will be performed directly on to the Good Grant on-line platform, ensuring a comprehensive understanding of the use of funds and monitoring of the different claiming of costs, supporting documents and transfer of payment to the beneficiaries. The TANDEMS will have 3 months to use the funds granted starting from the sign of the Financial Agreement, and in any case by March 30th, 2023.
- A.3. Check of the eligible costs.** Eligible costs against the budget included in the Plan of Action will be reported as follows:

#### A.3.1. Compliance, adaptations and innovation implementation:

- services: contract/order, invoices/receipts; proof of payments;
- travel and accommodation costs + subsistence allowances for face-to-face activities, e.g.:
  - Third Party Beneficiary's internal rules on travel, if any;
  - booking, receipts;
  - other documents (proofs of attendance such as minutes of meetings, reports; proof of payments.

#### ≡ [SPECIFIC RULES TO TRAVEL COSTS]≡

*Travel, accommodation costs and subsistence allowances must be in line with usual SME practices or respect any maximum ceiling for travel and hotel costs established at the National level, whichever prevails.*

*Travel arrangements must prioritise the use of public and collective transport modes.*

*The most cost-efficient means of transportation shall be used.*

*No business or first-class tickets for air transport are eligible irrespective of the fact that this may be allowed by internal rules of the Third-Party Beneficiary institution.*

*Business-or first-class train tickets are allowed if it can be proved that they are the most economical travel option when booking the ticket (e.g. through screenshots of booking webpages).*

*Daily rates for hotels are considered as cost-adequate, if not ruled at the national or international level, when they are below the amounts mentioned in the Commission Delegated Regulation (EU) 2016/1611 of July 2016 which are available*

*at:*  
[http://eur-lex.europa.eu/legalcontent/EN/TXT/HTML/?uri=CELEX:32016R1611&rom=EN](http://eur-lex.europa.eu/legalcontent/EN/TXT/HTML/?uri=CELEX:32016R1611&from=EN).

*Higher daily rates shall be considered as exceptional and must be duly justified. Daily subsistence allowances must be in line with the national and internal rules of the Third Party Beneficiary.*

*If not rule at the national or international level, as well as in the case of international organisations, the maximum eligible daily allowances are those defined in the official list available on*  
<http://eur-lex.europa.eu/legalcontent/EN/TXT/HTML/?uri=CELEX:32016R1611&rom=EN>.

*All costs must be linked to the Project activities.*

*If no daily euro exchange rate is published in the EU Official Journal for the currency in question, the rate used must be the average of the monthly accounting exchange rates established by the Commission and published on its website:*

[https://ec.europa.eu/info/funding-tenders/howeu-funding-works/information-co-tractors-and-beneficiaries/exchange-rate-infoeuro\\_en](https://ec.europa.eu/info/funding-tenders/howeu-funding-works/information-co-tractors-and-beneficiaries/exchange-rate-infoeuro_en)

- All invoices and accounting documents must be in the name of the Third-Party Beneficiary (European Tourism SMEs or European Tourism innovative startup or innovative Tourism SME).
- All the forms and documents must be uploaded on to the on-line platform, filled in by the beneficiaries and will be stored by the Consortium Partners for the period of the 5 years and will be available for any EU Commission check, if requested.

#### **A.1. Very strict rules for costs.**

All costs to be reimbursed must:

- be an efficient prove of the expenses (a scanned copy, etc.), (and traceable, cash payments are not allowed);
- be necessary to implement the action as resulted from the budget included in the Plan of Action, which is the subject of the micro-grant awarded;
- be reasonable and justified, and comply with the requirements of sound financial management, in particular as regards economy and efficiency;
- have been incurred during the action, as defined in Article 11 or in Annex 5 (TANDEM Financial Agreement);
- not be covered by another EU grant (see below ineligible costs);
- be identifiable, verifiable and, in particular, recorded in the Third-Party Beneficiary 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 supported by adequate records and other documentation to prove the costs declared, such as contracts, subcontracts, invoices and accounting records. In addition, the beneficiaries' usual cost accounting practices and internal control procedures must enable direct reconciliation between the amounts declared, the amounts recorded in their accounts and the amounts stated in the supporting documentation. In case reports are incomplete in any part and documents, the Consortium can ask for additional information; participants must provide within 10 calendar days from the request, otherwise, the report will be rejected and the grant revoked. In case reports are incomplete in any part and documents, the Consortium can ask for additional information; participants must provide within 10 calendar days from the request, otherwise, the report will be rejected and the final grant revoked.

**A.1. Transfer of funds (MICRO-VOUCHERS).** An initial pre-financing payment of 60% of the micro-voucher total value will be made at the latest 30 days after the entry into force of the Financial Agreement (Template Annex III).

The payment of the balance will be done within 30 days from the validation of the financial reporting documenting the cost claimed for the implementation of the solution as described in the awarded "Plan of Action" and of the "Quality Report" submitted by the "TANDEMS" providing a rationale of the activities carried out and the results achieved, in any case no later than July 14th, 2023. The TANDEMS will have 3 months to use the funds granted starting from the sign of the Financial Agreement, and in any case by March 30th, 2023.

#### **A.1.**

In case of any request for clarification or incoherences in the costs claiming and related proof of expense, the 30 days will be stopped and resumed as soon as the clarifications will be provided to the Consortium partner and validated accordingly.

## A. GLOBAL MAP OF THE DOCUMENTS PROVIDED.

The following documents will be signed by the awarded TANDEMS throughout their participation to the EU ECO- TANDEM BIZ Programme different phases:

- DOC1. The **Application Form** (*template Annex I*): it will be used to apply to the Call for Participation
  - DOC2. The **EU ECO- TANDEM Commitment** (*template Annex II*): it will be signed as soon as the TANDEM will be set up, before or during the Matchmaking events.
  - DOC3. **The Financial Agreement** (*template Annex III*): it will be signed by the TANDEM winners, including financial and quality reporting obligations for the Third-Party Beneficiaries.
  - DOC4. The **Plan of action** (*template Annex IV*): it will be elaborated right after the Matchmaking events and submitted within 45 days.
  - DOC5. The **Quality Report** (*template Annex V*): it will be signed and submitted by the "TANDEMees", to provide a rationale of the activities carried out and results achieved
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## A. GRAPHIC GLOBAL TIMETABLE OF THE PROCESS REQUIRED.



## A. PERSONAL DATA PROTECTION.

Any personal data under the Call for Participation and provided in any of the documents or forms on to the on-line platform, and mentioned below:

- (A) The Application Form (template Annex I)
- (B) The EU ECO-TANDEM Commitment (template Annex II)
- (C) The Plan of action (template Annex IV)
- (D) Financial Agreement (template Annex III)
- (E) The Quality Report (template Annex V)

will be processed by each Consortium partner, in compliance with article 13 of EU Regulation 2016/679. In the forms, filled in by the participants, the Consortium will indicate specific information about Personal Data responsibilities and roles of each national partner. Information or facilities supplied to any applicant will be equally available to all. All invoices and accounting documents must be in the name of the Third-Party Beneficiary contribution. The Third-Party Beneficiaries must process personal data under the agreement in compliance with applicable EU and national law on data protection (including authorisations or notification requirements). The Third-Party Beneficiaries may grant their personnel access only to data that is strictly necessary for implementing, managing and monitoring the agreements. The Third-Party Beneficiaries must inform the person whose personal data are collected and processed by the Consortium. For this purpose, they must provide them with the Consortium privacy statement, before transmitting their data to the Consortium.

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## L. ANNEXES

- (A) THE APPLICATION FORM (TEMPLATE ANNEX I)
- (F) THE EU ECO-TANDEM COMMITMENT (TEMPLATE ANNEX II)
- (G) FINANCIAL AGREEMENT (TEMPLATE ANNEX III)
- (H) THE PLAN OF ACTION (TEMPLATE ANNEX IV)
- (I) THE QUALITY REPORT (TEMPLATE ANNEX V)
- (J) THE TOP 5 EU ECO-CHALLENGES (ANNEX VI)
- (K) GUIDE FOR APPLICANTS (ANNEX VII)

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