



**EBSOMED
PROCEDURES' MANUAL**

(Version July 2019)

**Enhancing Business Support
Organisations and Business
Networks in the Southern
Neighbourhood**

REF: ENI/2017/394-405



The EBSOMED project is led by BUSINESSMED within a consortium consisting of 6 partners.



DEFINITIONS

Here below you can find a list of common expressions and terminology frequently used in the implementation of the project. This will help you to make a proper use of all the instruments of the EBSOMED Project.

1. THE PROJECT

- **EBSOMED:** is the acronym of Enhancing Business Support Organisations and Business Networks in the Southern Neighbourhood, a 4-year project co-financed by the European Commission up to 80%, coordinated by the Union of Mediterranean Confederations of Enterprises - BUSINESSMED, and implemented by ANIMA, GACIC, EUROCHAMBRES, CAWTAR, ASCAME. EBSOMED aims at boosting the Mediterranean business ecosystem promoting an inclusive economic development and job creation, by enhancing the private sector organisations in the Southern Neighbourhood countries.
- **ENI :** The ENI is the funding instrument for European Neighbourhood Policy (ENP) which covers cooperation with South Mediterranean countries (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, the occupied Palestinian territory, Syria, Tunisia), and East Neighbourhood countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine) either bilaterally or regionally (in this latter case Russia is also included). It aims at encouraging democracy and human rights, sustainable development and the transition towards a market economy in neighbouring countries. The ENI is managed by DG NEAR.
- **Med Countries/ Partners:** are the 10 south ENI countries, which benefit from the project: Algeria, Egypt, Israel Jordan, Lebanon, Libya, Morocco, Palestine, Syria and Tunisia.
- **EBSOMED** will comply with the EU regulations concerning Syria (EU amending Council Regulation No 36/2012 and the Council Decision 2013/225/CFSP, introducing new restrictive measures in view of the situation in Syria). The approval of the European Commission will be specifically requested prior to the organisation of activities in the country, or the associations of Private sector and BSO's of Syria in the activities, as benefactors or as implementing organisations. They shall be included once the sanctions are lifted or when approved by the EC. Scheduled activities in Syria shall be relocated if the ban continues, or if requested by the European Commission.
- **EU countries:** are the 28 member countries of the European Union.
- **Beneficiary countries:** are the 28 member countries of the European Union and the 10 south ENI countries. Countries benefitting from Instrument for Pre-Accession (IPA) are also eligible.

2. THE ACTORS

- **EBSOMED Consortium** or the co-applicants: is in charge of implementing the EBSOMED project. The consortium is led by the Union of Mediterranean Confederations of Enterprises, BUSINESSMED and implemented by the Union of Mediterranean Chambers of Commerce and Industry (ASCAME), The Association of European Chambers of Commerce (EUROCHAMBRES), ANIMA Investment Network, the German Arab Chamber of Industry and Commerce (GACIC) and the Center of Arab Women for Training and Research (CAWTAR)

- **EBSOMED Management and Coordination Team:** is the team in charge of the project management. It is based in Tunis, Tunisia;
- **Executive Committee:** is the decision making body in charge of the strategy of the project. It is composed of the senior representatives of the implementing partners (co-applicants) ;
- **Project Management Working Group (PMWG):** is composed of the project/program manager of each implementing partner (co-applicants), The PMWG will ensure the follow-up and the implementation of the activities. In some cases the Executive Committees may coincide with PMWG in order to speed up the work plan and ensure more coordination between the partners.
- **Electronic boards** could be used in taking some decisions rather than waiting until the Executive Committee/project Management Working Group.
- **BSO:** Business Support Organisation are Intermediary Organisations working at the meso level with the specific objective to strengthen economic cooperation in the Euro-Mediterranean Region;
- **Affiliates:** Affiliated partners of the project are organisations listed in the full proposal to the EC to take part in the implementation of the project's activities and can incur costs within the implementation of operations. The list of affiliated entities will be provided in the execution phase of the project.
- **Target Groups:** **(G1)**Employers' Confederations, **(G2)** Economic and Development Agencies, Business Federations **(G3)** European, Mediterranean and Arab Chambers of Commerce, **(G4)** Organisations with a focus on Women and Young Entrepreneurs (existing and potential businesswomen)
- **Operator:** is a BSO which is implementing an operation on behalf of the EBSOMED Consortium. **6** co-applicants and **30** affiliate members in 26 countries (including 7 of the south ENI countries) are entitled to take part in the implementation of the project activities.
- **Staff assigned to the operation:** is the senior/junior staff that is working on implementing an operation within an operator organisation. The contributing staff (organisers, trainers, speakers, experts, etc.) of the EU 28 countries , those of the 10 south ENI countries and IPA countries may have their expenses (fees, travel and daily allowances) covered by the project.
- **Participants:** are the persons attending an operation (for example: BSO executives attending an academy, SMEs attending a Matchmaking Fora, audience of a conference). Being a participant does not mean that your expenses will be automatically covered by the project (cf. participants from beneficiary countries).
- **Participants from the beneficiary countries:** are the participants whom attendance costs engaged in the framework of the operations can be financially covered. The participants from beneficiary countries of the EBSOMED project are employees from organisations established in one of the 10 south ENI, IPA countries and the EU 28 countries. A participant from a non-beneficiary country can participate in the operation but at His own costs.
- **Subcontractors:** the operators have the possibility to award contracts to subcontractors. Subcontractors are organisations non-affiliated to the EBSOMED consortium, and are subject to the EC procurement rules set out in standard Delegation Agreement. Sub-contractors can be private enterprises providing a service necessary for the implementation of the operation (hotels, travel agencies, etc.), independent experts, or any other organisation non-affiliated to the EBSOMED Consortium.

3. THE ACTIVITIES

- **Operation/activity:** is a concrete action developed in the framework of the EBSOMED project and using one of the instruments proposed within the Work Packages. An operation can be for example a workshop on EU project management.
- **Work packages:** A work package is a group of related tasks within the EBSOMED project. EBSOMED foresees 5 Work Packages, namely: Management and Coordination (WP1); BSOs Capacity Building (WP2), Med Link (WP3); Med Cooperation (WP4); Med Promotion (WP5).
- **Eligible costs:** are the costs that can be financially covered by the project. Eligible costs should be backed up by supporting documents.
- **Instruments:** are the tools that can be used to implement an operation in the framework of the EBSOMED project. There are 12 instruments foreseen (see annex A). Other instruments could be developed upon executive committee decision after the approval of the European Commission.

1. THE EBSOMED PROJECT

EBSOMED Objectives

EBSOMED (Enhancing Business Support Organisations and Business Networks in the Southern Neighbourhood), is a 6.25 million Euros project , funded by the European Commission up to 80%. The ultimate goal of this 4-year project (2018-2022) is to promote the Mediterranean Business Ecosystem by boosting investment and job creation in the region with a view to economic growth.

The project involves 28 countries of the European Union, IPA countries and 10 ENI South Partner Countries: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, the occupied Palestinian territory, Syria, Tunisia.

EBSOMED will strengthen the capacity building of Business Support Organisations in the Southern Neighbourhood Countries in view of providing improved business services and tools towards their members, as well as towards trade and investment partners.

Organisation and Structure:

The EBSOMED Project is organized as follows:

- **Executive Committee:** is the decision making body in charge of the project's strategy and includes the representatives of EUROCHAMBRES, ANIMA, CAWTAR, ASCAME, GACIC and BUSINESSMED; Amendments to the procedures and vote could be done electronically by the project's partners.
- **Project Management Working Group (PMWG):** is composed of the project/program manager of each implementing partner (co-applicants);
- **EBSOMED Management and Coordination Team:** based in Tunis, it is the team in charge of the management of the project
- **The Affiliates,** based in the Euro-Mediterranean region, who will implement activities benefitting with their own budget.

2. WAYS OF PARTICIPATION

A widely decentralized project

The EBSOMED project gives the opportunity to all affiliated organisations to propose and implement operations/activities contributing to the economic development of the Euro-Med region. They benefit from a technical and financial support. Any development will emerge from programs connected to the grass root level and the realities of the region. Hence, a large number of the project operations will be delegated to project affiliates. The evaluation of the eligibility of the Affiliated Entities will be done by the European Commission in the next months.

The EBSOMED consortium added in the rider a workplan until December 2019 to be approved by the European Commission.

The manual describes the main elements to take into consideration before and while submitting an operation. It is composed of the following documents:

- Procedures guidelines: description of the steps to follow.
- Annex A - Your Instruments EBSOMED: description of the instruments that should be used when proposing an operation.
- Annex B - Templates: All templates necessary to submit a proposal and to implement your operation.
- Annex C - List of affiliated entities

Additional Information

For any additional information related to the project, you may contact the Coordination Team at contact@ebsomed.eu

Project Coordinator:

Marco Cunetto :
international@businessmed-umce.org

Rue des Emeraudes Immeuble Zarrad 2, Appartement A2.1
Les Berges du Lac 2, 1053 Tunis, Tunisie
Mob : +216 98 778 073
www.businessmed-umce.org
www.ebsomed.eu

3. WHO MAY PROPOSE EBSOMED OPERATIONS

Leaders

Responsibility: The leader of an operation is the operator which is directly responsible for the preparation of the operation as well as for its technical and financial management. It will be the sole counterpart of the Coordination Team and should ensure a proper implementation of the operation.

Eligibility: Only the EBSOMED consortium co-applicants and the EBSOMED affiliated entities can lead operations in the framework of the EBSOMED Project.

Limitations: There are no limitations on the number of operations an operator can lead per Mol round but the Executive committee reserves the right to approve it or not depending on an assessment of the operator's capability.

A particular attention will be given to the diversity of proposed operations and involved organisations during the evaluation.

Geographical scope

Operators should in addition be based in the following 38 countries of the Euro-Med region:

The 28 members of the European Union;

IPA Countries;

The 10 South ENI country partners: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, the occupied Palestinian territory, Syria, Tunisia.

Organisations established in other countries can participate to an operation if they cover their own travel and accomodation costs.

4. TYPE OF OPERATIONS

A number of subsidized instruments are proposed to implement operations in the framework of EBSOMED. Operators who wish to participate in the project have the possibility to choose one or several of these instruments.

a. Your operation

An operation is a single activity using only one of proposed instruments.

b. General requirements

The operation proposed:

- **[Objectives]** should efficiently meet the objectives of EBSOMED;
- **[Scope]** should imperatively have a regional scope and include consequently 4 Euromed Countries where half should be from the South. Operators are encouraged to promote regional and sub-regional integration in the design of their operations. In the specific case of technical assistance missions at least 1 Southern Country should benefit from the instrument per assistance;
- **[Location]** activities should take place in the Southern Neighbourhood Countries, however some operations could be carried out in Europe;
- **[Duration]** should be achieved by December 1st, 2021 at the latest. Please also note that the implementation period (preparation, realization and follow up) of each activity will not exceed 6 months, unless specified in the Delegation Agreement and upon approval of the Coordinator;
- **[Beneficiaries]** should target participants from the beneficiary countries of the EBSOMED project, i.e. 38 Euro-Med countries, together with IPA countries with a focus on ENI South Countries;
- **[Stakeholders]** should as much as possible involve the main stakeholders, including Business Support Organisations, key enterprises, territorial development actors and SMEs particularly those seeking for access to finance, women and young entrepreneurs.

5. OPERATIONS: INSTRUMENTS PROPOSED

Below is a brief presentation of the instruments that can be used in the framework of EBSOMED. A more detailed description is provided in annex A. Please check that all requirements are fulfilled before proposing an operation. **It is often recommended to organise operations in the fringe of foreseen events** –but they have to add a specific value to these events. Each instrument has its own specifications - please check annex A for more details.

BSO Management Academies

The BSOs' Management Academies will offer dedicated capacity training for BSO's executives and focus on capacity enhancing measures such as strengthening the ability of BSO's staff to manage business organisations. The Academy is consisting on a cycle of curricula, each lasting for 2 days. Each curriculum will focus on one

broad aspect of BSO management (*For specific conditions: See Annex A, instrument 1*)

Support to Project Development

Workshops in project development and management are designed to improve the capacity of the EU and MED BSOs to develop international cooperation projects in the Mediterranean through better information on funding opportunities and capacity-building activities on project development tools and methodologies (*For specific conditions: See Annex A, instrument 2*)

Labelling BSO Services

The overall objective of the activity is to improve the quality of BSOs' services offered to their members. Establishing a quality label similar to ISO certification will provide evidence of the quality of BSOs' services to their members and wider public which is essential to demonstrate the added value that companies have to belong to a business support organisation. In the long term, it will also secure BSOs' sustainability and increase the impact of their actions. BSO offering the highest quality of representation, services and support and awarded by a certificate will directly impact the entire network and offer a single coherent network of local BSO in a target country. (*For specific conditions: See Annex A, instrument 3*)

BSO Manager Exchange Programs

Over the entire project duration, intercultural exchange visits will be organized among BSO managers in order to share experiences and transfer of know-how among Southern and Northern BSO where a member of a BSO will offer/receive technical expertise to/from members of other South BSOs. The exchange will get South and North BSO staff aware of the procedures related to technical assistance to SMEs and will boost the skills in delivering effective services. (*For specific conditions: See Annex A, instrument 4*)

Employers' BSO Thematic Committees

3 Thematic Committees (TCs) will be established over the 4-year project, in support of the overall project activities. On the following themes: Vocational Training, Women and Youth Empowerment, Education and R&D. These commissions will ensure the follow up of the structural Macro-Economic progress in South MED countries, according to the specific goals but also to ensure the internal coherence of this progress with the aim of private sector promotion, sustainable growth and employment. (*For specific conditions: See Annex A, instrument 5*)

Technical Assistance for Economic Development Agencies

Technical assistance missions are temporary missions on topics related to investment promotion and after-care. These missions should identify needs and develop tools (workshops, visits, recommendations, etc.) to enhance the capacity of the targeted institutions. The Technical Assistance includes the mission, an evaluation and follow-up. (*For specific conditions: See Annex A, instrument 6*)

Business Country Desk Platform

The BCD Platform is a virtual platform with the following objectives: Facilitation of closer economic ties between and among SNC of EU and Northern shore of the Mediterranean ; Enhance economic integration between Northern and Southern Countries ;Improve trade transparency and provide unique online portal enclosing trade related information & business contacts: All investor information in one single interface (*For specific conditions: See Annex A, instrument 7*)

Joint Activities with DFI's, donors, banks and non-banking financial institutions

The objective of this instrument is to improve the capacity of the EU and MED BSOs to develop international cooperation projects in the Mediterranean through better information on funding opportunities and capacity-building activities on project development tools and methodologies. This service will provide information to BSOs and their members on EU and other funding opportunities and facilitate their participation in EU initiatives and programmes. It will also act as a regional coordination platform for international projects development. (*For specific conditions: See Annex A, instrument 8*)

Business Matchmaking Fora

The Business Matchmaking Forum will be implemented in order to help business support organizations (BSO) to improve their capacity building according to their needs and objectives. They will share their experiences, as affiliated and associated partners of EBSOMED project. This instrument will be a fundamental tool for the promotion of Southern Countries cooperation. The objective is to mobilize Northern and Southern partners in order to provide them mutual benefits and to share ownership. (*For specific conditions: See Annex A, instrument 9*)

Cross Sectorial Strategies and Action Plans

Cross Sectorial Strategies and Action Plans aim at enhancing the private sector organisations in the Southern Neighbourhood countries (SNC) by cooperating on regional issues, in order to boost the Mediterranean business ecosystem promoting an inclusive economic development and job creation, discussing key challenges of key sector and presenting ongoing solutions and initiatives. (*For specific conditions: See Annex A, instrument 10*)

EU Med Roadshows in Europe

The objective of the workshops is to inform European companies about the business & investment opportunities in the Mediterranean region, to shed some light on how to tackle potential challenges and pitfalls in doing so and promote opportunities for investment and business partnerships, as well as success stories of Euro-Med entrepreneurs. We would like to achieve this by inviting speakers specialised in business development, networking and cultural and legal aspects of doing business in the MED region. (*For specific conditions: See Annex A, instrument 11*)

EU Med Roadshows in the Southern Mediterranean Countries

EUROMED business roadshow is a comprehensive two-day formatted business event-taking place in the South ENI countries. It will promote the South ENI countries together in major sectorial EU trade fairs to present the regional pool of

competence and opportunities that exists and position the region in these selected fields. The roadshows will contribute to increasing the flows of business partnerships between Europe and the South ENI countries, as well as South-South business and FDI, by focusing on the promotion of one country at a time, and the partnership between this country and the others (EU, South ENI). (For specific conditions: See Annex A, instrument 12).

EBSOMED Regional Promotional Campaigns

Regional Promotional Campaigns are 1-day events (Tot. 4 until the end of the project) that specifically aim to raise awareness about the project and its results and success stories by gathering journalists from the Mediterranean Region. The instrument intends to **strengthen the visibility of the EU commitment towards EU Neighbours South partner countries by promoting Networking, Exchange of experiences and best practices among Northern and Southern BSOs, SMEs, stakeholders.** (For specific conditions: See Annex A, instrument 13).

6. SELECTION PROCESS

Your operation will be evaluated by the Coordination Team, which will present its recommendations to the Executive Committee for approval. When evaluating your operation, the Coordination Team will mainly consider the following aspects:

- The eligibility of the leader, partners, actions and costs;
- The regional scope of the operation and the sectors tackled;
- The impact, the added value, the methodology, the feasibility, the visibility, the dissemination and the sustainability of the operation proposed and its expected results;
- The existence of a proven co-financing capacity and the cost efficiency of the operation.



EBSOMED

ENHANCING BUSINESS SUPPORT ORGANISATIONS



FINANCIAL AND ADMINISTRATIVE PROCEDURES



The EBSOMED project is led by BUSINESSMED within a consortium consisting of 6 partners.



A. Eligible and non-eligible costs

Eligible costs

Eligible Costs are the costs necessary for the implementation, during the contracting period, identifiable and verifiable. It can be covered as part of the financial assistance granted by EBSOMED. Reimbursement files will be provided no later than two months after the realization of the activity. Otherwise, the beneficiary will lose the possibility to be refunded.

Eligible costs incurred should be justified by original supporting documents.

The costs concern:

- **Human resources** (cost of staff assigned to the activity and project, senior experts, junior experts and / or assistants).
- **Transport and subsistence costs** (per diem-daily allowances) related to the staff and participants to the events.
- **Event costs** : rooms rental during an event, stationery for seminars and conferences, costs related to the dissemination of information and / or the evaluation of the action, translation, printing, service contracts, public relations, carriers, equipment rental, visas, etc.).

NB: all these costs are eligible only if an original voucher and proof of payment are provided. For personnel costs, the invoice must be accompanied by an attendance sheet (timesheet) and official documents showing the expert's fees and / or the gross salary of the staff employed and any other related charges including the employer's charges paid by the operator for transport costs and daily allowances. The Organisation's regulations apply (flat Per diem or reimbursement), within the limit of EU announced rates.

Non Eligible Costs:

- Any in-kind contribution of goods or resources that the operator owns without supporting documents.
- Daily allowances for staff / beneficiaries residing in the city where the event took place
- Purchase of equipments, lands and buildings
- Costs declared by the operator and financed by any other action co-funded by the European Commission or already financed in another framework
- Exchange rate losses
- Debts and repayment costs (interest)
- Provisions for potential future losses or liabilities
- Credits from third parties
- Any expenses presented that **do not fall under the project, all other costs specified as non-eligible** in Annex A.
VAT is considered eligible only if the beneficiaries can show they cannot reclaim it. In this case the partner must present the VAT exemption certificate.

B. Travel costs Rules

Eligible travel costs:

- **Air tickets' Costs or other means of inter-city transport (bus, train)** used to enter and leave the city where the operation is implemented. Any long-distance travel by plane or train must be issued in economy class. If issued in another class, reimbursement is done on the economy rate.
- **Mileage allowance** (if using a private car - only if public transport would not be able to arrive on the spot within a reasonable time) and in compliance with national and / or agency rules. In the absence of specific rules, the use of a personal vehicle must first be authorized by the project coordinator and must be reasonable.
- **Taxi or car rental**, only when public transport is not available
- **Travel stamp** (timbre) fees and **visa** fees.

The purchase of travel services must respect the "**nationality rule**". Two cases may occur:

- Use of a travel agency. In this case, the agency must be located in a country that complies with the nationality rules (EU Member State or another EU financial instrument²). Therefore, the travel agency may book a flight from an airline that does not fulfill the nationality rules, since the "service" is provided by an eligible service provider (the travel agency) and the invoice is issued by the travel agency itself.
- Direct purchase of tickets. In this case, the transport company (airline in particular) must be located in a country eligible for the nationality rules, otherwise the costs cannot be considered as eligible.

Eligible mission expenses (Per Diem):

In the context of projects funded by the European Commission and during missions involving overnight stays outside the duty station, the rates of the applicable per diems must not exceed the scales detailed below.

https://ec.europa.eu/europeaid/sites/devco/files/perdiems-2017-03-17_en.pdf

The refund will be made on the basis of **80%** of the total eligible cost.

Travel costs outside the Euro-Mediterranean area are considered as non-eligible. These mission expenses include the following components:

- Accommodation
- Meals
- Transportation costs within the mission location (costs for taxis/bus/trains from home to the airport and from airport to home are part of the Per diem).

C. Procurement Procedures (outsourcing)

Procurement and awarding contract procedures

Service contracts include studies or technical assistance, carried out on the basis of terms of reference established by the operator. The services can be provided by natural and / or legal persons. Contracts are awarded according to the following procedures:

- a- Contracts with a value greater than or equal to **€ 20,000**: this is a restricted procedure that involves two steps: The first step is the establishment of a list of at least 3 service providers based on a long list of providers who have submitted an application following the publication of a contract notice, the call for tenders in itself, resulting in an evaluation of the tenders submitted by the service providers. The second step is the elaboration of a detailed report justifying the choice of such a provider.
- b- Contracts with a value greater than or equal to **€ 5 000 and less or equal to 20 000**: this is a simplified procedure, the call for tenders is addressed to service providers (at least three by e-mail) selected by the operator, without the publication of a contract notice. If, following consultation of the tenders, the operator receives only an administratively and technically valid tender, the contract may be awarded as long as the award criteria are fulfilled after the elaboration of the contract. An evaluation sheet.
- c- Contracts of a value less than or equal to **€ 5 000**: a single offer is sufficient with presentation of a purchase order.

In order to guarantee the eligibility of the expenditures, the contracts must be awarded to the most economically advantageous tender, namely the tender offering the best value for money in accordance with the principles of transparency, equal treatment of potential tenders and ensuring that there is no conflict of interest, even in the case of contracts which can be awarded directly. **In any case, procurement will be done according to the PRAG or internal rules of the implementing partners' organization whichever are stricter.**

Nationality rule

Participation in the contracts award or grant agreements financed under this Regulation shall be open to all natural persons who are nationals of, and to all legal persons established in, a Member State of the Community, a country beneficiary of this Regulation, a country receiving assistance under a pre-accession instrument or a Member State of the EEA. It will also be open to International Organizations.

The tenders appear in their offer, the country of which they are nationals by presenting the usual proofs in the matter according to their national law. However, this article is applied to the services of participating in tenders or service contracts financed by the grant. For example, an Operator may sign a service contract with a Dutch company that includes a Japanese expert in the team of experts performing the service.

Exceptions to the rule in exceptional and duly justified cases, the European Commission may authorize the participation of a tender of third-country nationals other than those mentioned above (where the service provider is the only one to have the appropriate level of expertise). In this case, it must be ensured that written authorization is obtained for the derogation from this rule before the start of the procurement procedures. For further details, please see Annex of the Grant Agreement or contact the EBSO MED Coordination Team.

D. List of supporting documents to be provided

Each expenditure incurred cannot be co-financed by EBSOMED unless it is justified by a proof of payment that is eligible and original. These supporting documents will be checked by the EBSOMED financial team and subsequently verified by the auditors. Any non-eligible expenditure is not budgeted by the project, exceeding

the indicated or unjustified ceiling, will be deducted from the final payment tranche made to the operator. In some cases, an exception is granted after the agreement of the EBSOMED financial team.

Human Resources supporting documents:

1. A **copy of the contract** for each engaged staff. Any temporary or short-term commitment must be supported by an explanatory note of the recruitment process.
2. The **mission's specifications** transmitted with the contract to the lead auditor and the project coordinator.
3. **The gross pay slip** used to identify the total cost of each hour, day or month worked by the person concerned. It must be completed taking into account the actual gross monthly salary received (including the months when the person did not work for the project) during the reporting period, and calculated on an annual basis, in order to obtain an hourly, daily or fixed monthly cost for the entire period concerned.
4. **The attendance sheet / time sheet** sent to the auditor and the project coordinator showing all the working time in case of service contract as well as the time spent for the project and other activities in case of already recruited staff. Each attendance / time sheet must be signed by the person concerned and by the project leader within the organization.
5. **Copies of the pay slips / pay slips** transmitted to the auditor and the project coordinator so that they can check the reliability of the gross pay slips / salary cost calculations. If they are signed by the employee in question, they can replace the proof of payment of the relevant part of the gross salary (net salary) because by signing the employee acknowledges receipt of the salary.
6. **Proof of official payment** issued by the organization's bank proving that the organization has made the payment of all relevant costs (net salary to the employee, social contributions, etc.) and indicating the amount, the object and the date. In the case where the social security contributions are paid cumulatively by the body - no proof of individual payment is therefore available - the cumulative proof of payment must be accompanied by a statement from the accounting department of the body, detailing the amount paid for each employee.

Rental and services proofs

All you need to do is send an eligible operator **detailed and dated invoices** with **proof of payment**.

Travel proofs

1. **Mission order issued** before the trip and signed by a line manager.
2. **Flight Invoice or train ticket** with proof of payment
3. **Boarding pass** Back and forth (both ways)
4. **Documents related to the visa fee** with proof of payment (copy of passport + visa + invoice issued by the Embassy)
5. **Proof of official payment** issued by the organization's bank proving that the latter has made the payment of all relevant costs (reimbursement of persons traveling, payment of the agency, etc.) and indicating the amount, the object and date. Alternatively, a stamped invoice if payment is made by cash.

Per diem proofs

1. **Hotel invoice** with proof of payment

2. **Invoice of meals** with proof of payment
3. **Ticket or transport invoice** inside the place of mission
4. **Documentation of the event** such as the meeting / event program, list of participants, signed attendance sheets, public photos.
5. **Document on the internal rules of care:** The application of the rules of care (daily fee, real costs, mixed system) must be accompanied by a supporting document (see internal regulations, accounting documents issued for paid trips before project implementation). In the case of the application of different handling rules according to the categories, these must be specified (hierarchical level of the traveler, national / international travel, etc.).
6. **Proof of official payment** issued by the organization's bank proving that the organization has made payment of all relevant costs (reimbursement of persons traveling, etc.) and indicating the amount, purpose and date. Alternatively, a stamped invoice if payment is made by cash.

Outsourced services and consultants' proofs

1. **Documents concerning the procurement procedure** such as the tenders received (three quotes), the proof of nationality, the justification of the derogation from the nationality rule, etc.
2. **Service contract** including an explicit reference to the project to avoid double funding (e.g. the project reference number).
3. **Activity report of the delivered services** issued by the service provider used to demonstrate that the planned activities have been carried out in compliance with the contractual obligations and describes all the services delivered (in the case of an event, photos, list of participants, etc.).
4. **Certificate of Official Performance Compliance** issued by the Contracting Operator approving the Activity Report of the Delivered Services.
5. **Invoice for provided services** including details of the subcontractor addressed to the eligible leader or associated operators. It should include an explicit reference to the project (e.g. the project reference number) and activity report to avoid double funding.
6. **Proof of official payment** issued by the organization's bank proving that the organization has made the payment of all relevant costs and specifying the amount, purpose and date. Alternatively, a stamped invoice if payment is made by cash.
7. **A copy of the accounting ledger** transmitted to the auditor and the project coordinator, confirming all expenses incurred

FINANCIAL GRANT AND TERMS OF PAYMENT

A. Financial grants

The financial grant is limited to **80%** of the total cost of the EBSOMED project with retention of **10%** to be paid at the end of the project. The remaining **20%** of the project cost will be borne by the coordinator, the co-applicants and the affiliated entities.

B. Terms of Payment

Payments will be in general order after completion of the transaction. However, eligible operators have the option to charge for costs during the implementation period of the operation on a half-yearly basis in accordance with the audit schedule presented below.

In general, payments are treated as follows:

- a- **A post-transaction payment of up to 90% of the 80%** of the amount of the operation co-financed by EBSOMED will be made by transfer at the end of the transaction upon submission of reports and after approval of the auditor of the project.
- b- **A final payment amounted to 10% of the 80%** of the amount of the operation (final balance) co-financed by EBSOMED will be made by transfer if the entire initial budget has been spent, after approval of all final reports and receipt the balance of the grant of the final amount from the European Commission

C. Schedule of annual audits

BUSINESSMED as leader and following the completion of the negotiations, appointed a lead auditor for the entire project. All payments will be made after verification of the eligibility of the documents by the auditor, apart from the final payment that will be made after verification of all documents by the European Commission and receipt of the balance of the grant. Partners are responsible for ensuring compliance of accounting and financial documents with the terms of the grant contract, ie payments will only be made for actual costs incurred during the implementation period, based on evidence and eligibility

Activity Period	Date of Final Documents submission	Audit
1 st year	14-feb-19	20-feb-19
2 nd year	31- Dec-19	01-feb-20
3 rd year	31- Dec-20	01-feb-21
4 th year	31-Dec-21	01-feb-22

D. Reporting the transaction

Procedure

Each operator will send the supporting documents to the leader of the operation, who then validates and transmits the documents to the EBSOMED coordinating, team namely BUSINESSMED.

An interim report and a final report must be prepared by the project operators. All project expenditures' documents (originals and certified true copies) will be checked and kept by the EBSOMED coordination team to make them available to the lead auditor who will examine afterwards. No document will be returned to the operator as a result of the audit work; except for original documents provided by the operator upon the request of the auditor.

An affirmation letter must be signed by the legal representative certifying the conformity of the financial documents.

A backup of the scanned copies of all the supporting documents in PDF format, the list of expenses and the salary cost calculation form in EXCEL format must be attached.

In addition, to ensure the correct compliance of the documents submitted (in the case of a copy) with the original documents, the auditor may have to select, on the basis of soundings, a sample of coins. Supporting documents to be provided temporarily by the operator in original format. Original documents

sent within this framework must be provided by the operator within one week of the notification.

Internal and external validation

Once the intermediate / final report is validated by the EBSOMED coordination team, it will be forwarded with the list of expenses and all supporting documents to the lead auditor. The latter will draw up a report according to which the coordination team may request some additional documents from the operators who will have a period of two weeks to provide the supporting documents.

On the basis of the approved expenditures, the EBSOMED coordination team will prepare a consolidated financial report for the European Commission. The lead auditor will audit this report.

On the basis of the audit report, the operator may be required to return a payment request in Euro adjusted on the basis of the expenses approved by the lead auditor.

The operator and the EBSOMED coordination team shall ensure that the verification is carried out in an appropriate manner and provide the auditor with all the information requested on the project, giving them access to the accounting records, supporting documents and other documents related to the operation

Sample operation and payment schedule

An X operator that implements an EBSOMED operation.

Expenditure commitment period: from **January 2nd , 2018 to June 30th , 2018**

Total eligible costs incurred for the action = **€ 10,000**

Payments of the 80% of EBSOMED co-financing on the basis of the total expenses invoiced and incurred by the operator X per payment period:

A. Post-Operation Payment (January 2019):

- **90% * 80%** first part co-financing EBSOMED
- Expenses related to the operation from **September 15th 2018 to January 15th 2019**
- Total eligible cost over the period audited by the auditor = **€10 000**
- Amount reimbursed = **€ 10 000 x 80% x 90% = € 7 200**

B. Final Payment (February-June 2022):

- **10% * 80%** balance of co-financing EBSOMED
- Total eligible costs incurred for the action and audited by the auditor = **€ 10,000**
- Amount reimbursed after approval of all final reports and receipt of the balance of the European Commission grant amount = **€ 10,000 x 80% x 10% = € 800**

I. YOUR CONTRACT

If your operation is selected, a delegation contract will be offered based on the template in this guide. The contract will establish the following rights and obligations:

A. Final amount of financial assistance

The maximum amount of financial assistance will be expressed per operation and stipulated in the contract on the basis of a percentage of co-financing. For example, if your budget is € 10,000 and if it is 80% co-financed, the maximum aid will not exceed € 8,000, even if the final amount of the operation exceeds € 10,000.

B. Evaluation and reports

The operator should provide a detailed narrative report describing the operation and its results, a detailed financial report containing all the supporting documents per operation (such as invoices, time sheets, etc.) and a final report summarizing and evaluating the whole operation, thereby indicating the benefit generated at the end of the operation. Reporting and evaluation templates are available in this guide.

C. Visibility

The EBSOMED project must have appropriate visibility and credit in reports, publications and during events associated with the operation. The operator will have to follow the EBSOMED guidelines for visibility (A Comprehensive Manual will be produced and distributed to the partners)

D. Contracting ("outsourcing" please refer to page 13)

If the operator has to hire a service provider in the context of his operation (air tickets, hotels, etc.) for an amount exceeding € 20,000, he will have to obtain quotes from at least three service providers and upon receipt of tenders, justify its choice in a short report after deliberation by an ad hoc committee. In any case, the invoices related to the provision of the service must imperatively be addressed to the leader or one of his eligible affiliated operators.

E. Exchange rate

Costs incurred in a currency other than the euro must be converted on the basis of the monthly exchange rates prevailing on Info euro on the date of payment. The calculation must take into account the monthly exchange rates of the European Commission, available on: <http://ec.europa.eu/budget/infoeuro/>

F. Milestones and termination of the contract

In agreement with the operator, the contract will set milestones for the



LIST OF ANNEXES

A. Instruments

- Instrument 1** -BSO Management Academy
- Instrument 2** - Support to Project development
- Instrument 3** - Labelling BSO Services
- Instrument 4** - BSO Manager Exchange Programs
- Instrument 5** - Employers' BSO Thematic Committees
- Instrument 6** - Technical Assistance for Economic development Agencies
- Instrument 7** - Business Country Desk Platform
- Instrument 8** - Joint Activities with Banking and non-banking donors
- Instrument 9** - Business Matchmaking Fora
- Instrument 10** - Cross Sectorial Strategies and Action Plan
- Instrument 11** - EU Med Roadshows in Europe
- Instrument 12** - EU Med Roadshows in the Southern Mediterranean Countries
- Instrument 13** - Regional Promotional Campaigns

B. Models

- Model 1** - Your EBSOMED operation
- Model 2** - Budget
- Model 3 - 4 - 5** - Job Description for short term secondments, Application Form and Agreement
- Model 6** - Delegation Agreement
- Model 7** - ToRs' for Technical Assistance Missions
- Template 8** - Sample Commitment Letter
- Model 9** - Post-operation payment request
- Model 10** - Financial Identification Form

Model 11 - Timesheet

Template 12 - Final Report

Model 13 - Evaluation of Business-to-Business Meetings

Model 14 - Report for subcontracts exceeding 5 000Euros and equal or less than 20 000 Euros

Template 15 - Gross Salary Sheet

Model 16 - Application for travel expenses' reimbursement

Model 17 - Letter of Affirmation

Model 18 - Participant Evaluation Form

Model 19 - List of participants

Model 20 - List of expenses

C. List of Affiliated Entities

- The List of Affiliated Entities will be provided after the approval of the European Commission.



EBSOMED

ENHANCING BUSINESS SUPPORT ORGANISATIONS

INSTRUMENTS



The EBSOMED project is led by BUSINESSMED within a consortium consisting of 6 partners.



1. BSO MANAGEMENT ACADEMIES



1. General information

Objectives

- Improve the overall performance of Southern Business Support Organisations as well as the quality of services provided to their members (particularly to SMEs);
- Networking, Exchange of experiences and best practices among Northern and Southern BSOs

Description

BSOs Management Academy is a **2-day event** that targets Intermediary Organisations' Executives in the view of offering them dedicated capacity training.

The Academy is consisting of a cycle of Curricula each lasting for 2 days.

The courses will combine theoretical and practical learning, organized with an interactive approach. Course Leaders will mainly come from experienced EU BSOs and other relevant stakeholders. At the end of their participation, BSO representatives will have to present a project in order to receive a certificate. The list of topics to be addressed during these seminars has already been elaborated during the preparation phase of the project:

- 1) **For the Employers' Organisations:** Strategic Approach to Service Development; Development of adequate and sustainable income streams; Adding value to the development agenda in the Euro-Med Region through an integrated regional approach; Step it up for gender equality: how business support organisations can be game changers for women
- 2) **For the Chambers of Commerce:** BSOs strategic Planning; Income Generation Services; Governance for PPP Models; EU Project as Strategic Instruments for Regional development
- 3) **For Economic Development Agencies:** Facilitating inward Investment/Rationale for Foreign Direct Investment; Territorial Marketing: structuring and promoting an attractive ecosystem; Organisation for detection and follow up of investment projects;
- 4) **For Women and Young Entrepreneurship networks:** Strategic Planning; EU Project Development, Management and Monitoring.

To increase its profile and value, the MED BSO Academy will be organized in partnership with a prestigious university or Business School.

The EU Head of Delegation, EU member states ambassadors and relevant Minister(s) in the host country will be invited to welcome the Academy delegates to maximize the visibility. Academies can be organised back to back with major conferences in which BSOs can also participate and should take place both in Maghreb and in Mashreq.

A follow-survey will take place three months after each Academy, to measure the impact of the operation.

Target groups

50 BSOs Executives for each Academy (Employers' Organisations; European, Mediterranean and Arab Chambers of Commerce; Economic Development Agencies; SMEs' Federations; Women and Youth Entrepreneurship Networks)

2. Expected outputs

- 24 Regional Executive Training Academies for BSOs Managers
- 900 BSO staff trained
- 30-40% women and youth involvement in the Academies
- 30 new strategies and services developed within MED BSOs

Budget allocated for each operation

Up to 80% of the eligible cost. The average budget allocated to each Academy will be **50.000 Euros** covering the logistics costs, communication activities excluding human resources.

25 participants of the total 50 beneficiaries will be reimbursed.

2. SUPPORT TO PROJECT DEVELOPMENT

1. General information

Objectives

- Informing on European opportunities available to support BSOs executives ideas and businesses;
- Knowing how to benefit from EU support for businesses in the Mediterranean area;
- Mastering funding obligations and principles of an EU funded project;
- Forecasting checks, audits and evaluation thanks to operational tools.



Description

The Workshops on Project Development are a 1-day event targeting Employers' Confederations, Economic and development Agencies and chambers of commerce.

On the basis of the needs of Employers' Confederations these workshops will focus on:

- An overview of the EU funding opportunities within the EU and for external cooperation;
- How to define a funding strategy, to address common problems and to identify and collect available data;
- The management and communication obligation during the implementation of a project co-funded by the European Commission;
- The evaluation and the calculation of the impact of the project.

On the basis of the needs of Economic Development Agencies, the workshops will explore the following modules:

- Cooperation funding: opportunity for territorial change;
- Diagnostic: transform a territorial challenge into a project idea;
- Designing and Managing a project that match the objectives;
- Assessing the project impact and capitalization.

To increase the profile and value, the Workshops will be organized in partnership with a prestigious university or Business School.

A follow-survey will take place three months after each Workshop to measure the impact of the operation.

Target groups

20 BSOs Executives for each Workshop (Employers' Organisations; Economic Development Agencies, Chambers of Commerce)

2. Expected outputs

- 8 Training Workshops
- 160 BSOs' executives trained
- 30-40% women involvement
- 20 Consortia Established to participate to EU Call for proposal/tenders

Budget allocated for each operation

Up to 80% of the eligible cost. The average budget allocated to each Workshop will be **25.000 Euros** covering the logistics costs, communication activities, excluding human resources.

14 participants of the total 20 beneficiaries will be reimbursed.

3. LABELLING BSO SERVICES

1. General information



Objectives

- The overall objective of the activity is to improve the quality of BSOs services towards their members. Establishing a quality label similar to ISO certification will provide evidence of the quality of BSOs services to their members and wider public which is essential to demonstrate the added value companies have to belong to a business support organisation.
- In the long term, it will also secure BSOs sustainability and increase the impact of their actions. BSO offering the highest quality of representation, services and support and awarded by a certificate will directly impact the entire network and offer a single coherent network of local BSO in a targeted country.

Description

Business Support Organisations – and intermediary structures at large – are increasingly challenged by their constituency on the relevance and impact of their action. BSO membership is no longer “automatic” and BSO services are competing with the market. In this context, it is imperative for BSOs to improve the quality of their activities, and to provide evidence of that quality to their members/clients but also the wider public. The quality label for BSOs will help to secure their sustainability and increase the impact of their action.

Establishing a quality label for BSO services is one tool to achieve the above objective, which has already been tested and successfully implemented in several EU and neighbourhood countries. Such label can best be compared with an ISO certification, but tailor made to BSOs.

Within the EBSO Med project, it is proposed to develop a BSO Quality label which corresponds to the above elements. Given the diversity of countries and BSO systems, it is suggested to develop such label on a country and/or BSO type basis, while looking for common Med-level features as much as possible.

For such label to be successful, it is essential to respect the following conditions:

- Ownership of the label with the BSOs in a given country, which implies dialogue, transparency, careful governance;
- Design of the label which is realistic and yet challenges the BSO to improve their level and quality of service;
- Promotion and marketing of the label, creating a feeling of pride and ambition for those BSO wishing to obtain the label.

Target groups

The main stakeholders are BSO managers both from the North and the South of the Mediterranean region supported by consortium partners. After a first introductory tour in the Southern Mediterranean region, EU & Mediterranean Chambers of commerce and industry will form a working group together to design and discuss the focus of the quality label and the main criteria to receive the quality label.

The final beneficiaries will be SMEs of the Maghreb and Mashrek regions as the services provided to them by the BSOs will be enhanced and improved.

2. Expected outputs

- The consortium has the ambition to develop two certifications labels over the lifetime of the project. Each quality labels will focus on a type of BSO such as the chambers, the federation of employers or promotion agencies, or on a targeted region / country.
- 20 BSOs involved in the labelling Program from South ENI Countries
- 1 portfolio of standard services identified

Budget allocated for each operation

Up to 80% of the eligible cost. The average budget allocated to each Seminar will be of **30.000 Euros** covering the logistics costs, communication activities excluding human resources.

14 participants of the total **20 beneficiaries** will be reimbursed.

4. BSO MANAGER EXCHANGE PROGRAMS

1. General information



Objectives

- Develop regional sustainable relationships and synergies between BSOs.
- Share common practices.
- Launch joint projects and collaborations between BSOs.
- Contribute to the BSOs empowerment and independence.
- Facilitate public-private dialogue by opening staff exchange to all business support organisations, private or public.

Description

The EBSOMED programme foresees the implementation of short term exchanges between Med BSO staff or European and Med BSO staff. The objective is to develop initial interaction & potential twinning, exposing managers or executives to non-traditional forms of acquiring expertise and knowledge.

2. Specific requirements

Technical requirements

- Application: short term staff exchanges will be promoted during the workshops. Standard application forms will be made available, allowing organisations to express their motivation, fields/regions of interest, profile of the candidate, programme of the exchange, etc. Institutions should also indicate whether they wish to receive or send staff.
- Selection: applications will be evaluated by the Coordination Team and approved by the Executive Committee;

Evaluation: Short term staff travelling and their hosting organisations will deliver each a brief report after the exchange. An additional evaluation will be made 6-12 months after each staff exchange to evaluate the number of projects that emerged.

Target Groups:

BSOs Executives

Estimated number of beneficiaries covered by EBSOMED: 40

Duration: max. 5 days (6 nights)

Type : could be organised as an isolated operation or included in a group of operations.

Estimated budget for each exchange mission :

1840 Euros covering the perdiem and the flight tickets,

40 candidates over the 4 years will benefit from a total reimbursement up to 100%

5. EMPLOYERS' BSO THEMATIC COMMITTEES

1. General information



Objectives

- Ensure the follow up of the structural Macro-Economic progress in South MED countries, according to the specific goals on transversal topics/priorities in the Euro-Med Region
- Ensure the internal coherence of this progress with the aim of private sector promotion, particularly from the Employers' Confederations, sustainable growth and employment.

Description

Following Article 9.2. of BUSINESSMED Statutes and in order to create an environment favorable to Mediterranean GROWTH, promote full North/South and South/South economic integration and implement efficient partnership networks, BUSINESSMED will establish 3 Thematic Committees (TCs) over the 4-year project, in support of the overall project activities. The Thematic Committees (TCs) will tackle the following issues:

- Vocational Training;
- Women and Youth Empowerment;
- Education and R&D.

Each TC will involve: a President, 2 Vice-Presidents, a Co-ordinator- BUSINESSMED, a Consultant/ expert on each subject. Each Thematic Committee will be in charge of:

- Analyzing the structural indicators available
- Specifying the evolution of the structural macro-economic determinants of medium term growth and development trend in South Mediterranean countries, relating to all the region countries.

Target groups : 20 Employers' Confederations involved in the TCs (with a focus on Maghreb and Mashreq BSOs). Thematic Committees could include other types of BSOs.

2. Expected outputs

- 3 Thematic Committees established;
- 3 Meetings Organised;
- 20 BSO involved;
- 6 Periodical Surveys;
- 2 joint Diagnosis Reports on the three subjects (1 Maghreb – 1 Mashreq);
- 3 regional factsheets;
- 3 regional (EUROMED) thematic papers, one for each subject.

Budget allocated for each operation

Up to 80% of the eligible cost. The average budget allocated to each Meeting will be of **40.000 Euros** covering the logistics costs, communication activities excluding human resources.

20 participants of the total **30 beneficiaries** will be reimbursed.

6. TECHNICAL ASSISTANCE FOR ECONOMIC DEVELOPMENT AGENCIES

1. General information



Objectives

- To address specific needs identified by the Med countries in any FDI-related activity;
- To prepare, and contribute to a specific initiative or sub-programme such as the preparation of a business initiative.

Description

Technical assistance missions are temporary missions on topics related to investment promotion and after-care. These missions should identify needs and develop tools (workshops, visits, recommendations, etc.) to enhance the capacity of the targeted institutions. The Technical Assistance includes the mission, an evaluation and follow-up. Technical Assistance Missions will be granted on the basis of an open call for applications through which interested Economic Development Agencies will express their interest in a standard template detailing the needs of the structure and the potential mentor if identified.

The EBSOMED Technical Assistance Missions' process is divided into 2 components : BSOs Peer Reviews aiming at identifying BSOs' needs, as the first step of the instrument ; Capacity Building and Development of Income Generation Services that foresees a specific accompaniment on the following topics : access to finance, financial sustainability, advocacy, export promotion and international trade etc.

A strong coordination will be established with EU-OECD Programme on Promoting Investment in the Mediterranean

2. Specific requirements

Technical requirements

- Content and timing: the mission may include workshops, training or coaching sessions, and visits.
- The mission must result in a written report and a Power Point presentation of the main conclusions.
- Evaluation: the mission itself will systematically include an evaluation by the beneficiary on the relevance and viability of the recommendations and a post-mission verification on the actual implementation, maintenance and impact of the work performed.
- Publication: after completion, the final report will be made available on the EBSOMED Website, so that all participant networks may benefit from the experience gained.

Target groups

Economic development Agencies of the Euro-Mediterranean Region and other BSOs

3. Expected Outputs: 17 peer learning

Estimated budget allocated for one operation: **1000 Euros** for each technical assistance mission

7. BUSINESS COUNTRY DESK PLATFORM

1. General information



Objectives

- Enable and increase inter-transactions among platform users by reducing transaction costs (i.e. by connecting available resources)
- Facilitation of closer economic ties between and among SNC and EU countries.
- Enhance economic integration between these countries.
- Improve trade transparency
- Provide unique online portal enclosing trade related information & business contacts : All investor information in one single interface

Description

The BCD is one of the essential tools implemented by BUSINESSMED in the framework of the EBSOMED project, developed in close synergy with the EuroMed Trade Helpdesk service.

It is an online information service platform, designed to support and promote trade and investment mainly in 10 Southern Mediterranean countries, as well as to initiate and develop North-South or South-South commercial partnerships between the Mediterranean economic operators through the Regional Markets:

- Supply of raw materials, goods and services
- Marketing of new products and / or services and / or markets
- Sale of products and services
- Foreign Direct Investment - FDI
- Technology transfer
- Business opportunities

The BCD will provide its end users with the following four main services:

- **The Business HelpDesk:** In the form of regularly updated countries fact sheets, this space provides access to information related to the economic, regulatory, political and cultural situation, and the key priorities and sectors of each target country mapping its business climate. This information essentially concerns:
 - Investments (procedures, benefits granted by countries, regulatory framework, taxes, etc.)
 - International trade: exports / imports
- **The Partnerships Space:** a directory providing direct contact with the main commercial players (business support organizations, leading companies, potential partners) around the Euro-Mediterranean region.
- **The "EuroMed Business Matching" tool:** a tool for managing business meetings for a given event related to the BCD. The tool aims to offer a set of ergonomic functions to simplify the organization and management of face-to-face meetings (B2B). The objective is to create effective contacts and exchanges, to create or strengthen partnerships that contribute directly or indirectly to the economic development of the Southern Mediterranean region.

Target groups

BSOs (Employers' Organisations; European, Mediterranean and Arab Chambers of Commerce; Economic Development Agencies; SMEs' Federations; Women and Youth Entrepreneurship Networks, Investors)

2. Expected outputs

2000+ business and partnership meetings (physical and virtual) through the platform; 100 Med investors assisted.

8. JOINT ACTIVITIES WITH DFIs, DONORS, BANKS AND NON BANKING FINANCIAL INSTITUTIONS



1. General information

Objectives

- Providing a comprehensive list of funding opportunities that are available for private sector in grants, technical assistance and credit lines in the MEDA region ;
- Matchmaking BSOs with each other and with bilateral and multilateral donors and DFIs ;
- Raise awareness of BSOs of the channels and responsible of various programmes, as well the opportunity to mediate their needs to decision makers ;

Description

This 1-day workshop will provide information to BSOs and their members on EU funding opportunities and facilitate their participation in EU initiatives and programmes. It will also act as a regional coordination platform for international projects development. The main stages of the development and implementation of the service are as follows:

- Updated typology of public funding opportunities (EU Initiative for Financial Inclusion, ENI CBC MED, Interreg MED, Horizon 2020, COSME, EU tenders, other public donors);
- Information of EBSO Med partners and affiliates on the service via the website and mass mailings;
- Analysis of each beneficiary's experience and support needs in EuroMed cooperation thanks to an online survey;
- Complementary interviews with respondents to the online questionnaire if needed;
- Registration of each beneficiary in EBSO web portal and Business Country Desk, providing an online access to all Call for Proposals/tenders relevant for BSOs' EuroMed cooperation, and configuration of personalised email alerts ;
- Increase the profile and value, the activities will be organised back to back to the MEDA Finance.

The EU Head of Delegation, EU member states ambassadors and relevant Minister(s) in the host country will be invited to welcome the Workshop delegates to maximise the visibility.

A follow-survey will take place three months after each Workshop, to measure the impact of the operation.

Target groups

12-13 BSOs Executives for each Workshop

2. Expected outputs

- 3 Workshops Organised
- 50 BSO staff trained on access to finance
- 30-40% women involvement in the Academies

Budget allocated for each operation

Up to 80% of the eligible cost. The average budget allocated to each Workshop will be of **20.000 Euros** covering the logistics costs, communication activities excluding human resources.

7 participants of the total **12 beneficiaries** will be reimbursed.

9. BUSINESS MATCHMAKING FORA

1. General information



Objectives

- Mobilize Northern and Southern partners in order to provide them mutual benefits and to share ownership
- Gather experts in order to debate on challenges of the industry and the innovations that will drive the sector forward and to present ongoing solutions and initiatives to make Transport and Logistic sectors more sustainable and successful.
- Allow emerging synergies and reinforce links with on-going initiatives, in the Euro-Mediterranean region
- Help BSO and SMEs to enter and operate in the Mediterranean Region
- Develop regional cooperation in order to boost the Mediterranean business ecosystem promoting an inclusive economic development and job creation
- Maximize exchanges and develop a fruitful cooperation between organizations serving SMEs along their development phases on a daily basis, building therefore a large, robust and efficient BSO networking among the Med region

Description

This two-day Forum will work as peer-to peer capacity training with different trainings (such as conferences, debates, round-tables etc.) and networking events (B2B and C2C).

The Business Matchmaking Forum will boost the competences of Business Support Organisations (BSOs) by creating synergies and facilitate the participation of BSOs while increasing the visibility of the operation and the EBSOMED Initiative.

To increase the profile and value, the Forum could be organized back to back to international events and fairs.

The EU Head of Delegation, EU member states ambassadors and the Minister in charge of international cooperation in the host country will be invited to welcome the Academy delegates to maximise the visibility. Matchmaking Fora should be organised back to back with major conferences in which BSOs can also participate and should take place both in Maghreb and in Mashreq.

A follow-survey will take place three months after each Academy, to measure the impact of the operation.

Target groups

The main beneficiaries will be BSOs executives (mainly Chambers of Commerce and Industry, Trade Promotion Agencies, Employers' Federations enterprises, investors, representatives and key players from the private sector, SMEs, etc.).

2. Expected outputs

- 8 Business Matchmaking Fora Organised
- 900 BSO staff trained

- 640 participants
- + 400 B2B organised

Budget allocated for each operation

Up to 80% of the eligible cost. The average budget allocated to each Meeting will be of **70.000 Euros** covering the logistics costs, communication activities excluding human resources.

40 participants of the total **80 beneficiaries** will be reimbursed.

10. CROSS SECTORIAL STRATEGIES AND ACTION PLANS

1. General information



Objectives

- Cooperate on regional issues, in order to boost the Mediterranean business ecosystem promoting an inclusive economic development and job creation;
- Discuss key challenges of key sectors;
- Present ongoing solutions and initiatives to make key sectors more sustainable and successful.

Description

The action plans produced will cover the sectors of Transport & Logistics and Tourism. These action plans will give an overview of the economic context of these two key Mediterranean sectors. This activity takes its relevance from several strategic papers produced in the framework of the EUROMED Invest project. Concretely, the succeeding method will be followed to produce the action plans:

- A “State of the Art” of Transport & Logistics and Tourism sector (context, resumed in factsheets and brochures etc.)
- An analysis of the situation including:
 - o Macro-analysis per sector, comparative advantage, assess the local environment and respective practices
 - o Role and relation between the public / private sectors
 - o Identifying the current obstacles and challenge
 - o Analyzing risks & assess external hindrances
 - o Lessons learnt and past experiences shared
 - o A specific focus on the main Programmes to support the Transport & Logistics and Tourism sectors among EU and MED countries
- Conclusion, identification of future opportunities and potential niches & recommendations.

The actions plan will be shared during events in the framework of two Sector Alliance Committee” (SAC), therefore increasing cooperation and creating potential new project and initiatives.

In order to increase the dissemination effect of the results and recommendations, material such as Factsheet, brochures and leaflets will be produced.

A “Sector Alliance Committee” (SAC) will be created in order to enhance private sector organizations in the Southern Neighborhood countries (SNC). Among their main objectives, it is possible to outline the following: a) promote cooperation on regional issues, b) challenge business people and governments to address their policies, c) present case studies, sectorial strategic papers, best practices and key challenges for discussion.

Target groups

These action plans are targeted to BSOs and SMEs executives (mainly Chambers of Commerce and Industry, Trade Promotion Agencies, enterprises, representatives and key players from the private sector, SMEs, etc.).

2. Expected outputs

- 2 Sector Alliance Committee
- 2 Action Plans
- + 120 participants

Budget allocated for each operation

Up to 80% of the eligible cost. The average budget allocated to each Meeting will be of **35.000 Euros** covering the logistics costs, communication activities excluding human resources.

15 participants of the total **30 beneficiaries** will be reimbursed.

11. EU MED ROADSHOWS IN EUROPE

General information



Objectives

- The EU Mediterranean Roadshows in Europe will promote the South ENI countries together to present the regional pool of competence and opportunities which exist and position the region in high added value sectors
- Inform EU companies about the economic context and promote opportunities for investment and business partnerships, as well as success stories of Euro-Med entrepreneurs: Workshops “Doing Business in the Mediterranean” organised ideally in the fringe of the sectoral trade fairs
- Contribute to business partnerships among the associated countries
- Contribute to FDI since the Roadshows in the trade fairs as well as the promotional workshops will be the occasion for economic stakeholders to prospect foreign investors.
- Increase EU companies’ confidence in the Mediterranean markets by presenting success stories from peer entrepreneurs.

Description

Countries in Northern and Eastern Europe were identified as countries with an information gap regarding trade and investment opportunities in the southern Mediterranean countries. These Roadshows conferences are designed to present untapped opportunities for business and investment to companies in Europe.

Each roadshow will be held in two or different locations in Europe (ES, PT, BE, FR, CR, BG) and will feature both practical sessions with speakers from the Mediterranean region and the sharing of success stories of European companies with experience in the MED countries. Our aim is to raise awareness amongst stakeholders about the opportunities for doing business in the Med region.

Each roadshow will host at least 80 participants during 2 days eager to learn more about doing Business in the Mediterranean region.

Day 1: Doing business between Euromed and [the host country]: Intercultural briefing session/ Economic briefing session (investment climate, infrastructure, economic figures)/ Legal & administrative briefing session (contracting, accountancy, company registration, etc.)

Day 2: Business Roadshow: Official opening by EU Head of Delegation, EU member states Ambassadors and a Minister from the hosting country, High level panel “Business climate in [the host country]” (Public and Private decision makers) Pitching of foreign participants from EU and other MED countries (offers of partnerships) Individual matchmaking meetings (B2B) – A follow up to the partnership opportunities will be offered through the mentoring programme.

At the same time the Roadshows will be done for specific groups such as women and young entrepreneurs. The objective is to identify the needs of Women and Young Organisations in order to strengthen BSOs specialised for women and young entrepreneurs with skills, expertise and the necessary tools to internationalize their projects; their constraints are related to insufficient access to finance and sustainability of their projects, advocating for equal opportunities.

Target groups

European SMEs:

- with plans to export to the MED markets
- hoping to expand their existing business in the MED region
- looking for investment opportunities in the MED region
- active in the green tech sector and in search of partnerships IPA's and BSO's:
- eager to learn about the latest developments in the green tech sector
- looking for business partners for their local companies
- hoping to expand their network in the EU with similar organisations for cross-fertilization

Med SMEs with a focus on Women and Young Entrepreneurs

Business Support Organisations

These activities should involve at least 5 ENI South Partner Countries

2. Expected outputs

- 8 Roadshows
- 640 participants
- 300+ business meetings organized

Budget allocated for each operation

Up to 80% of the eligible cost. The average budget allocated to each Roadshow will be of **70.000 Euros** covering the logistics costs, communication activities excluding human resources.

40 participants of the total **80 beneficiaries** will be reimbursed.

12. EU MED ROADSHOWS IN SOUTHERN NEIGHBOURHOOD COUNTRIES

1. General information



Objectives

- The roadshows will contribute to increasing the flows of business partnerships between Europe and the South ENI countries, as well as South-South business and FDI, by focusing on the promotion of one country at a time, and the partnership between this country and the others (EU, South ENI)
- Contribute to improve the image of the South ENI countries to EU and other South ENI companies
- Increase the visibility of the EU efforts towards economic integration in the region, and in particular of the EEN network in the South ENI countries
- Empower BSOs' Capacity Building through networking between businesswomen, social entrepreneurs, young entrepreneurs and relevant stakeholders and exchange of experiences

Description

The Euro-Med Business Roadshow is a comprehensive two-day formatted business event taking place in the South ENI countries. It will be organised in one of the ENI South Partner Countries.

The Roadshows will mainly (but not only) focus on two topics :

Women Entrepreneurship :

- Promoting Women Economic Development
- Bilateral and multilateral agreement for business development
- Social Dialogue and CSR

Access to Finance :

- Reinforce the linkages between BSOs & SMEs & Donors / DFI institutions;
- Stimulate trade and investment flows;
- Support the internationalization of SMEs in the Mediterranean region;
- Promote alternative sources of finance;
- Present new institutional priorities opportunities; new priorities for the business community.

A systematic presence of the EU Head of Delegation, EU member states Ambassadors and a Minister from the host country will be ensured in order to make the Euro-Med Business Roadshows highly visible events.

These Roadshows will take place in the Southern Neighbourhood Countries and will include a plenary session with workshops followed by B2B sessions.

Target groups

Women and Youth oriented BSOs, Women Entrepreneurs, BSOs, SMEs in needs of access to finance, start-ups

2. Expected outputs

6 Roadshows

480 participants

Budget allocated for each operation

Up to 80% of the eligible cost. The average budget allocated to each Meeting will be of **70.000 Euros** covering the logistics costs, communication activities excluding human resources.

40 participants of the total **80 beneficiaries** will be reimbursed.

13. REGIONAL PROMOTIONAL CAMPAIGN



1. General information

Objectives

- Raise awareness on EBSOMED's specific objectives and its results during the implementation phase and reach a wider audience in the target countries over the 4 years of the project.
- Strengthen the visibility of the EU commitment towards EU Neighbours South partner countries.
- Promote Networking, Exchange of experiences and best practices among Northern and Southern BSOs, SMEs, stakeholders, etc.
- Create and consolidate a network of Med journalists to ensure growing effectiveness of the project communication campaigns in the different target countries.

Description

The regional promotional campaign is a **1-day event (one each year)**, organized by the **EBSOMED secretariat**, that targets 40 journalists and media from the Euro-Mediterranean countries.

If needed and possible the event could be split into 2 parts organized over the same year and in different venues/countries in order to reach a bigger impact.

A brief meeting with foreign journalists should be organized a day before the event to discuss the agenda of the event. Press kits, containing the project brochure, the official press release, the presentation of the consortium and all the relevant documents should be distributed to the participants.

On the day of the conference, journalists will have the opportunity to conduct their interviews in a dedicated spot. Depending on the type of media to which they belong, some journalists may do a live coverage so the press-room should be equipped with all the facilities to help them organize their work (translation, good internet connexion, picture of the event, etc...)

Target groups

- **40 journalists** from the Euro-Mediterranean and IPA countries (classic and digital press agencies, radio and tv broadcasts)
- Beneficiaries wishing to showcase the success-stories that have emanated from the project.

2. Expected outputs

- 40 articles or video coverage talking about the project after each campaign
- A network of journalists to relay information about the project during the implementation of the activities.

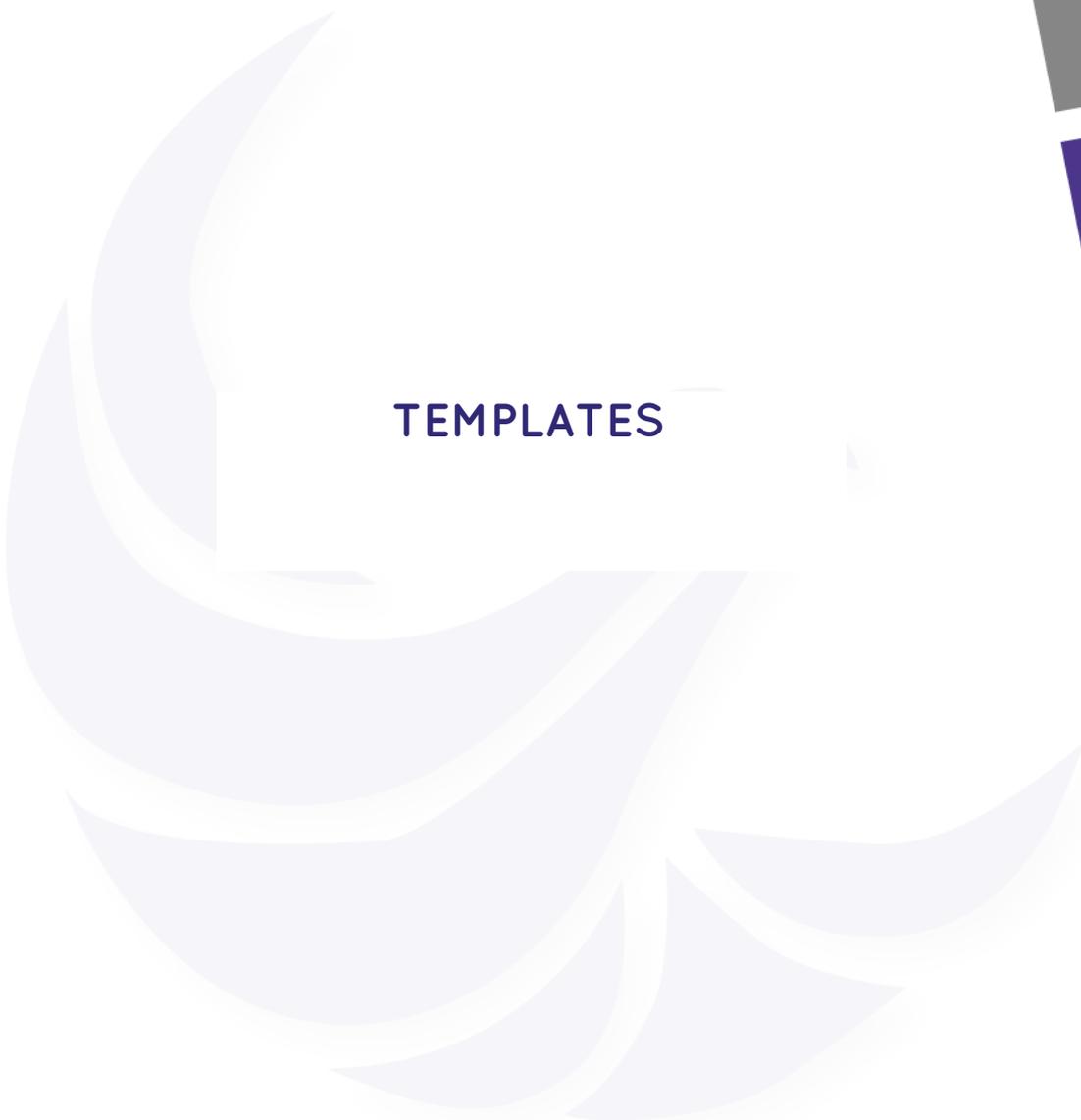
Budget allocated for each operation

The budget allocated to each campaign is **32.500 Euros** covering the logistics costs, the journalist costs and the communication activities.



EBSOMED

ENHANCING BUSINESS SUPPORT ORGANISATIONS



TEMPLATES



The EBSOMED project is led by BUSINESSMED within a consortium consisting of 6 partners.



Template 1. Your EBSOMED operation

Title of the operation:

1. Rationale

Please explain in 10 lines maximum what will be the content, the development, the issues at stake and the added value of your operation.

--

2. Identification

Leader?

Leading organisation

- | |
|--|
| <ul style="list-style-type: none">▪ NAME: |
| <ul style="list-style-type: none">▪ City and country of the leading organisation:▪ Contact person:▪ Address:▪ Email:▪ Telephone: |
| <ul style="list-style-type: none">▪ What is your experience in organising similar projects? Please briefly <u>(10 lines)</u> give examples of projects and their related outputs |

I confirm that I am an affiliated member of EBSOMED Project.

Who are your partners? (add as many tables as needed)

Partner 1

- | |
|--|
| <ul style="list-style-type: none">▪ NAME: |
|--|

<ul style="list-style-type: none"> ▪ Address: ▪ City: ▪ Country: ▪ Contact person: ▪ Email:
<ul style="list-style-type: none"> ▪ What experience your partners have in organising similar projects? Please briefly <u>(10 lines)</u> give examples of projects already carried out and state the added value of this partner in the implementation of the current operation.
<input type="checkbox"/> I confirm that my partner is an affiliated member of EBSOMED.

Partner 2
<ul style="list-style-type: none"> ▪ NAME:
<ul style="list-style-type: none"> ▪ Address: ▪ City: ▪ Country: ▪ Contact person: ▪ Email:
<ul style="list-style-type: none"> ▪ What experience your partners have in organising similar projects? Please briefly <u>(10 lines)</u> give examples of projects already carried out and state the added value of this partner in the implementation of the current operation.

Partner 3
<ul style="list-style-type: none"> ▪ NAME:
<ul style="list-style-type: none"> ▪ Address: ▪ City: ▪ Country: ▪ Contact person: ▪ Email:
<ul style="list-style-type: none"> ▪ What experience your partners have in organising similar projects? Please briefly <u>(10 lines)</u> give examples of projects already carried out and state the added value of this partner in the implementation of the current operation.

3. Your operation

Title:
 Duration (in months):
 Location(s):
 Sector(s):
 Countries targeted:

1. Your objectives and methodology (1 page maximum)

You can provide here a description of your operation and its methodology. This description has to answer the following questions:

- ✓ What are the objectives and ambitions of your operation?
- ✓ What are the main stakeholders and beneficiaries?
- ✓ What are the obstacles that you will have to face and how are you going to deal with them?
- ✓ What is the relevance of your operation to the Euro-Med context?
- ✓ What can you and your partners bring to the operation?

2. The expected outputs (1 page maximum)

Please detail the short term and long term qualitative and quantitative outputs you expect to be generated by your operation following the description of the instruments in the Full Application Note. Also state how will you evaluate the success and/or results of the operation? You have to answer the following questions:

- ✓ What is the expected impact of your operation (please quantify)?
- ✓ Would your operation have a multiplier effect or dissemination effect and how?
- ✓ Could your operation serve as an example for future developments?
- ✓ What is the sustainability of your operation?
- ✓ What are the undertaken actions to monitor and evaluate your operation?

3. Organisation of your operation

To illustrate your methodology, please provide us with a chart explaining the different stages of the operation, the levels of responsibilities and the articulation of the operations.

4. Visibility of your operation (0.5 pages maximum)

Please specify the visibility strategy of your operation and the type of media that you are planning to mobilise. Also specify if private sponsors, local and central authorities are involved or not.

4. Finance and budget

This section has to be filled by the leader only.

1. Amount requested

	Amount in EUR	%
Total amount of the budget		100%
Total amount covered by your organisation and partners		
Total amount requested *		

* This amount cannot exceed 80% of the overall budget

2. Your participation

Please explain how your organisation and partners will cover the co-financing part of the operation (min 20%). You will have to attach all related supporting documents. Any proof of co-financing (official letters of intent, votes of the board, pro-format invoices, etc.) is welcome.

--

3. Other sponsors

Please specify which other sponsors/contributors you succeeded in mobilising (if any)

--

4. Your capabilities

Staffing	
Full time staff (number)	
Other human resources available (volunteers, associated organisations, etc.)	
Annual income over last three years	
	2017
	2016
	2015
Other Resources and facilities (databases, etc.)	

Template 2: Budget

 Template 2. Budget		The operation Title as indicated in the Template 1 (your operation)		
Expenses (1)	Unit	# units	rate unit (in EUR)	Costs (in EUR) (2)
1. Human resources				
1.1 Staff senior				
Name, organization and country of residence	Per day			0
1.2 Staff junior				
Name, organization and country of residence	Per day			0
Subtotal 1.Humain Ressources				0
2. Travel (3)				
2.1. International Travel				
Travel for short-term HR (indicate for each expert the city of departure and the destination)	Per flight			0
Travel of participants in the operation (indicate for each participant the city of departure and the destination)				0
2.2 Inter-city transfer (indicate the type of transport used)				0
2.3.Per diems for missions and travels (4)				0
Per diems for experts (indicate country)	Per Day			0
Per diems for participants (indicate country)	Per Day			0
Subtotal 2 Travel				0
3. Other costs and services				
3.1 Publications (specify)				0
3.2 Studies, research (specify)				0
3.3 Translation, interpreting (specify)				0
3.4 Costs related to the conference or seminar organization (specify)				0
3.5 Visibility actions (specify)				0
Subtotal 3. Other costs and services				0
6.External experts				
6. facilitators, experts, trainers and coaches	Per Event			0
11. Total eligible costs				0

1. The budget must cover all the costs related to the operation and not only the contribution of the EBSOMED project. The description must be detailed.
 2.The budget must be drawn up in euro
 3. Indicate the city of departure and destination. If the information is not available, enter a global amount.
 4. Indicate the country of the per diems and the amount applied (this must not exceed the ceiling published by the European Commission)

 Expected sources of funding		Amount EUR	Percentage %
Financial support requested			
Financial contribution of the leader and his partners			
Other contributions			
Name & details			
TOTAL			

Template 3. Job description for the Secondment

This form should be used to propose positions to be filled by seconded staff. It will be circulated to EBSOMED partners and will be disseminated through the EBSOMED website and newsletter.

Job title of the secondment

1. General information

Name of the organisation:

Country:

Address:

Contact person:

Email:

Telephone:

2. The position

Context:

Mission & Tasks:

Name and position of the supervisor:

Working language(s):

Time and duration:

3. Profile needed

Education and background:

Skills and competences needed:

Template 4. Application form for participants

This application form should be used to select applicants to any operation planned (workshops, short term exchange, etc.) as well as to select candidates for secondment opportunities.

Name of the operation/ event/
Job title of the secondment and name of the hosting organisation

1. General Information

Personal information

Name:

First name:

Nationality:

Date of birth:

Gender:

E-mail address:

Telephone N°:

Fax N°:

Employer

Name of the organisation:

Position within the organisation:

Address for correspondence:

Country:

Town:

Knowledge of languages:

Place the following numbers (1 or 2) in the appropriate boxes: 1 for thorough knowledge (oral and written); 2 for satisfactory knowledge

Language	Level
Arabic	
English	
French	
Other (Specify)	

University and post-graduate degree(s)/ Formation universitaire

Name of establishment (city, country) /	Diploma or certificate obtained	Year /

2. Experiences and skills

Latest professional experience

Name of employer	Nature and description of tasks	From (month, year)	To (month, year)

Summarise your professional experience

Relevant to your candidature to the operation

Knowledge of office computer software

for example: Word, Excel, MS Access, Power Point (specify)

Periods of at least 3 months spent abroad (countries visited, years, reasons)

3. Motivation of the candidate

Please explain the specific activities you are currently in charge and the expected benefits from the participation in the operation

4. Motivation of the organization sending the candidate

Please have your supervisor explain its objectives while sending you to participate to this operation or secondment

5. Declaration

A) I declare on my word of honor that the information provided above is true and complete

B) I confirm that I am willing and committed to take an active part in the operation

Date and Signature

Template 5. Model of Agreement for Secondment

This template a model of agreement that have to be concluded between any hosting institution and the institutions sending one of its staff for secondment.

Agreement for secondment

Dates:

Name of the seconded staff:

Organisation:

Host organisation:

Place /Country:

Dates of the secondment:

Place /Address:

Telephone/Fax:

Name of the person in charge of following the secondment:

Email:

Between the undersigned:

-the Hosting Business Representative Organisation (.....)

-the sending Med Business Representative Organisation (.....)

1. Article 1. Aim of the secondment

Within the framework of the EBSOMED programme, the objective of the secondments are to provide Med BSOs executives with transfer of experience on investment promotion techniques and methodology

The hosting BSO agrees to organise the secondment of Mr/Ms.....

2. Article 2. Program

The programme of the secondment is established jointly by the hosting BSO and the sending BSO in agreement with the EBSOMED Coordination Team, according to the general secondment program and the profile of the seconded staff.

Mr/Ms.....programme at will be the following:

3. Article 3. Duration

The secondment will start onand will end on

4. Article 4. Person in charge of following the secondment

Mr/Mrs.....(position) at..... will follow the programme of the secondment and make sure that the content of the programme defined or equivalent is respected.

Article 5. Assiduity

The seconded staff will have an obligation of daily presence. During his secondment, he/she will comply with the rules of the hosting BSO, in particular with regard to the working hours. In the event that the seconded staff fails to respect the rules, the hosting BSO can put an end to the secondment, after having advised the sending BSO and the EBSOMED Coordination Team.

6. Article 6. Financing of the travel and accommodation expenses conditions

The seconded staff keeps his/her original employer and salary but is entitled to receive a stay allowance. This stay allowance is decided between the BSOs but should not exceed the ceiling provided in the Procedure Guide.

Only the period related to the programme activities will be covered. All other costs, including personal, accident or health, are not eligible.

7. Article 7. Social protection

The seconded staff must provide for their own insurance covering life, accident and health risks. A copy of the insurance certificate will be presented upon arrival at the host EU BSO and will be sent to the EBSOMED Coordination Team with the present agreement.

8. Article 8. Accident and responsibility of the EU BSO

In the event of an accident occurring in the office or on the occasion of professional transfers, the hosting BSO must be insured as regards to civil liability, according to EU regulations.

9. Article 9. Report

At the end of the secondment, a report describing the programme of the secondment is required. The report will highlight the results of the secondment and the contribution of this transfer of experience to the professional activity of the seconded staff.

10. Article 10. Confidentiality

The seconded staff is bound by an obligation of professional discretion for all facts and information related to his/her duties within EBSOMED.

If you agree on the above-mentioned terms, please sign below and return us this letter, which will become contractual for both parties.

Please take note that the visa arrangements are the responsibility of the seconded staff

Date

The hosting BSO

Date

The sending BSO

Model 6. Delegation Agreement

Agreement Number:
Operation Name:
Operation Leader: BUSINESSMED
Operation Amount:

The EBSOMED consortium, represented by:
BUSINESSMED (Further the coordinator)
On the one hand

And

[Name the operating organization] (Further the operator)
On the other hand

Have agreed the following:

1. Context

1.1. The European Commission signed on 19 December 2017 a contract with BUSINESSMED for the implementation of the EBSOMED project.

1.2. BUSINESSMED coordinates the project on behalf of the Consortium, in partnership with ASCAME, EUROCHAMBRES, GACIC, ANIMA and CAWTAR.

2. Object

2.1. The purpose of this delegation contract is to provide financial assistance for the implementation of the operation entitled **xxx on xxx**

2.2. As an affiliate member of the EBSOMED project, the operator will be fully responsible for the implementation of the operation as described in Model 1.

2.3. The operator undertakes to comply with all the conditions set out in the annexes to this contract and the contracting authority undertakes to use these conditions to evaluate the results and calculate the corresponding financial assistance.

3. Period of implementation

3.1. This delegation agreement will come into force once signed by the last of the two parties. The operational period will have to start on this date.

3.2. The implementation period of the operation, as indicated in Annex A, is [6] months.

4. Amount supported by EBSOMED

4.1. The total cost of the operation was estimated at [xxx] Euros.

4.2. The delegating authority undertakes to finance the operation up to a maximum of 80% of the estimated amount of the operation set out in 4.1. This amount is considered a ceiling.

4.3. The actual payment will be based on a maximum percentage indicated and based on the actual eligible expenditure invoices submitted to the Contracting Authority and subject to the ceiling set by the transaction. In order to increase the leverage effect of the project and to reduce the risks associated with the possible rejection of costs during the audit process, the operator is invited to submit for its operation an eligible amount that is as high as possible.

4.4. The contracting authority may, for a valid reason, reduce the overall financial assistance initially fixed if a transaction is incorrectly or partially implemented or if it is delayed.

4.5. Payments have to be made in Euros and payments will be made as indicated in the Procedures Guide.

4.6. Exchange rate: Costs incurred in a currency other than the euro must be converted on the basis of the monthly exchange rates prevailing on Info euro on the date of payment. The calculation must take into account the monthly exchange rates of the European Commission, available on:

<http://ec.europa.eu/budget/inforeuro/>

5. Contract address

For the delegating authority: BUSINESSMED

Responsible person: Jihen Boutiba Mrad
Address: Emeraudes Street, Residence Zarrad 2, Appart A2-1, Les Berges du Lac 2, 1053 Tunis, Tunisie
Phone: +21671 19 10 98
Email: secretariat@businessmed-umce.org

For the operator:

Name of contact person:

Address:

Phone:

Fax:

Email:

6. Procurement procedures

6.1. If the operator has to sign a subcontract for the implementation of a transaction, he must accord the contract to the most advantageous offer (cost-efficiency, quality of services, etc.).

6.2. Service contracts for an amount exceeding € 5,000 and less or equal to € 20 000 must be subject to a special procedure: the operator must invite at least three service providers to submit bids and will justify his choice in a short report, as indicated in the procedures guide. For further details refer to the conditions indicated in the procedure guide template 14, Costs that can be covered Section C. Procurement Procedures.

7. Information and Reporting Obligations

7.1. The operator undertakes to provide the contracting authority with all information relating to the implementation of the operation. To this end, the operator undertakes to send at least 30 days before each operation a detailed project of the operation and the list of participants.

7.2. Any major changes affecting the activities must be communicated to the Contracting Authority within 30 days before the date of the event: any change affecting the composition of the sub consortium, the date of the event, the design of the activity, the implementation methodology, overall budget, location and participation are considered major changes.

7.3. The operator is also committed to preparing:

- After each operation:
 - A detailed narrative report describing the operation and its results
 - A detailed financial report including all supporting documents (invoices, timesheets, subcontracting reports, etc.)
- At the end of the operation: a technical summary indicating the added value of the operation.
- After 3 months of the operation: final report on the results of the business meetings.

- 7.4. The financial part of the reports must cover the entire operation, regardless of the part financed by the contracting authority.
- 7.5. All reports must be submitted within 30 days of the end of the transaction (with the exception of the final report on the results of the business meetings).
- 7.6. The Contracting Authority may at any time request additional information, which must be provided within 20 days of the date of the request.
- 7.7. The reports must be written in the language of this delegation contract.

8. Legality, visibility and responsibility in matters of information

8.1. The Contracting Authority will in no way be held liable for any damage to the personnel or property of the Operator during the implementation of the operation. In the same way, the contracting authority must be exempted from all commitments under this delegation contract if the contract between the delegating authority and the European Commission is terminated by one of the parties for any reason whatsoever.

8.2. The operator must be solely liable to third parties, including for any damage caused during the implementation of the operation.

8.3. The operator undertakes to take all necessary measures to ensure the visibility of funding sources and to respect the communication rules and directives of EBSOMED in terms of visibility, given to the operator and forming part of this contract.

The operator must inform the communication officer of the project of all communication actions.

8.4 More specifically, it must be specified in any communication or publication relating to the action that the operator has received financial assistance from the European Union. To This end:

-the presence of the logo of EBSOMED and the EU is mandatory on all communication media related to the action.

- all documents published by the operator or its partners must respect the "format for studies" in the appendix of the visibility guide with regard to printing and include the following statement: "This publication has been produced with the support for the EBSOMED project funded by the European Union. The **[Name the operator]** is solely responsible for its content, which can in no way be considered as reflecting the point of view of the European Union.

8.5. At the beginning of each operation, the EBSOMED project must be presented either by the operator or by the EBSOMED coordination team. The operator will inform and invite systematically the representatives of the EU Delegation of each country in which the activities will take place to intervene at the opening ceremony and participate in the organized activities. If under prior agreement the operator agreed with the coordinator to get in touch with EUD, the coordinator should be copied in all exchanges. The operator will also regularly inform the EBSOMED coordination team on the communication measures deployed to promote the event in accordance with the obligations mentioned in Article 7.

8.6. The Contracting Authority undertakes to preserve the confidentiality of any document, information or other support communicated to it with confidence for at least five years from the date of final payment.

8.7. The operator must keep all the records, accounting records and supporting documents relating to the delegation contract for at least 5 years from the final payment and in any case until any audit procedure has been settled verification, appeal, litigation, or ongoing claim.

8.8. The ownership of the results, reports and other documents of the operation and the related intellectual and industrial property rights shall be granted to the operator.

8.9. Notwithstanding the provisions of paragraphs 8.6. and 8.7., the operator grants to the delegating authority and the EBSOMED consortium, as part of the project, as well as to the European Commission the right to freely use all the documents resulting from the operation in any form that is, provided that it does not violate existing industrial and intellectual property rights or a specific contract signed.

9. Contract Cancellation

9.1. This contract may be terminated by any party in case of force majeure and if one of the parties does not comply with the conditions. A 15-day notice will be given to the other party.

9.2. The delegating authority reserves the right to terminate the contract if the results of the interim evaluations, as defined in Article 7, are unsatisfactory.

10. Recovery procedure

10.1. Where amounts have been improperly paid to the operator, or where a recovery procedure is justified under the terms of the cooperation agreement, the operator undertakes to reimburse to the delegating authority the amounts already paid by the authority Contracting Party which would be in excess of the final amount within 30 days after the date of issue of the debit note, the latter being the letter by which the Contracting Authority claims the amount due from the operator.

10.2. In addition, payments made do not preclude the possibility for the Contracting Authority to issue a recovery order as a result of an audit report, an audit or after verification of payment claims.

11. Compensation

11.1. Any amount to be reimbursed to the Contracting Authority (invoice, recovery, etc.) may be deducted from amounts of any kind due to the operator after informing him in advance.

12. Applicable law

12.1. In case of conflict between the provisions of this delegation contract and its annexes, the grant contract EUROPEAID / 156202 / DH / ACT / MULTI prevails.

13. Annexes

The following documents are annexed to this delegation contract and form an integral part thereof

- Annex A: the operation Description
- Annex B: the operation Budget
- Annex C: Commitment Letter
- Annex D: Grant Agreement EUROPEAID / 156202 / DH / ACT / MULTI (Specific conditions, general conditions annexes 2, 4, 5, 6, 7)
- Annex E : Procedures Guide

In addition, the operator confirms having read and accepted the terms and conditions set out in the EBSOMED project grant contract, the content of the EBSOMED procedures guide, the visibility guide and the communication rules as well as any model and it undertakes to respect the requirements.

For the delegating authority

Name:
Signature & stamp
Date:

For the operator

Name:
Signature & stamp
Date:

Template 7. TORs for Technical assistance missions

This template should be used for any technical assistance mission. It should define the needs of the institution requesting for a technical assistance mission.

Technical Assistance Mission

Terms of reference

Country:

Subject (to be specified by the operator):

Date:

Operator:

Address:

Telephone/Fax:

Email:

Contact person:

1. Objectives

The objective (s) of the mission are
(to be filled precisely by the operator)

2. Expert profile

M/Ms... or Mr/Ms... or Mr/Ms... (please attach the CVs) (3 choices to be presented to Coordination Team)

3. Expert mission

The expert will (the following is just an example. Please adapt or change):

a. contact the operator in order to set his/her mission dates, get documentation, and organise his/her work
b. liaise with the EBSOMED Coordination Team

c. analyse or study or investigate or audit the following aspect of the operator mandate or operational work
d. discuss or propose or implement solutions (depending on the area covered and the ambitions)
e. report on the findings of his/her mission

4. Methodology

Present rapidly the approach (interviews, analysis of documents, statistics, survey, compilation of sources etc.) and the level of investigation (depth)

Specify if prior work has been achieved within the operator and if some staff will be available for help during the mission

Present the existing sources of information in the area

5. Deliverables

Specify the output of the mission, e.g.: a 20 pages report to be issued, with a 1-page executive summary and final recommendations (option) a data base or software development or any other product

(option) a Power Point presentation

(option) a presentation to be performed during a seminar

6. Deadlines

Please indicate possible dates of the expert's mission and deadlines.

7. Operator contribution

Person in charge of the expert's mission :

Documents provided (if possible in electronic format): (please detail)

The operator will schedule the meetings of the expert and provide a detailed agenda before the expert's trip.

8. EBSOMED contribution

A maximum of 80% of the total budget of the operation

All documents are to be forwarded to the Coordination Team

Model 8. Sample commitment letter

This template is an example of what a letter of commitment should contain. It is not obligatory to follow it strictly. However, the letter of commitment must contain the following information as well as the letterhead of the organization.

Commitment Letter

EBSOMED Project

I, the undersigned (name, function)....., representative (organization name) certify that (structure name) is committed to co-finance the operation (the operation name) up to 20% of its total initial budget of €.

Name :.....

.....

Signature & stamp :

Model 9. Post-transaction (operation) payment request

Attention: this payment request is an official accounting document equivalent to an invoice. It must therefore be presented on your organization's letterhead and carry the tax identification number of the operator.

To the attention of
BUSINESSMED
Rue des Emeraudes,
Résidence Zarrad 2,
Appart A2-1, Les Berges
du Lac 2
1053 Tunis
Tunisia

Operation Name : _____

Agreement number: _____

Name, address et tax (fiscal) identification number of the operator (SIRET, for example) : _____

Requested Payment type: **POST-OPERATION PAYMENT**

Mrs, Mr,(Dear Sir)

I have the honor to request post-transaction payment for the above transaction. The amount requested is: _____ €.

The co-financing of EBSOMED represents 80% (see delegation contract) of the total costs of the operation, that is _____ €.

A. The operation Total costs as indicated in the delegation contract	_____ €
B. Eligible costs audited for the operation	_____ €
C. Co-financing of EBSOMED (cf. the delegationcontract)	80%
D. Total amount of post-transaction payment (B x C)	_____ €

The post-transaction amount requested will be settled in two installments:

1. Within the limit of 90% of the co-financing and after approval by the audit.
2. The balance corresponding to 10% of the total amount of co-financing of EBSOMED after payment of the balance by the European Commission.

The following supporting documents are attached:

- Presentation of the reports relating to the operation;
- presentation of the financial report on the operation including all invoices and supporting documents;
- Financial identification form on behalf of the operator correctly on view in the template.

Payment must be made to the following bank account (account indicated in the financial identification form): _____

Cordially,

Name of the authorized legal representative of the institution

Signature & stamp :

Model 10. Financial Identification Form



FINANCIAL IDENTIFICATION	
PRIVACY STATEMENT	http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm#en
Please use CAPITAL LETTERS and LATIN CHARACTERS when filling in the form.	
BANKING DETAILS ①	
ACCOUNT NAME ②	<input style="width: 95%;" type="text"/>
IBAN/ACCOUNT NUMBER ③	<input style="width: 95%;" type="text"/>
CURRENCY	<input style="width: 50%;" type="text"/>
BIC/SWIFT CODE	<input style="width: 40%;" type="text"/>
BRANCH CODE ④	<input style="width: 20%;" type="text"/>
BANK NAME	<input style="width: 95%;" type="text"/>
ADDRESS OF BANK BRANCH	
STREET & NUMBER	<input style="width: 95%;" type="text"/>
TOWN/CITY	<input style="width: 45%;" type="text"/>
POSTCODE	<input style="width: 25%;" type="text"/>
COUNTRY	<input style="width: 40%;" type="text"/>
ACCOUNT HOLDER'S DATA AS DECLARED TO THE BANK	
ACCOUNT HOLDER	<input style="width: 95%;" type="text"/>
STREET & NUMBER	<input style="width: 95%;" type="text"/>
TOWN/CITY	<input style="width: 45%;" type="text"/>
POSTCODE	<input style="width: 25%;" type="text"/>
COUNTRY	<input style="width: 40%;" type="text"/>
REMARK	<input style="width: 95%; height: 40px;" type="text"/>
BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE ⑤	DATE (Obligatory)
<input style="width: 95%; height: 80px;" type="text"/>	SIGNATURE OF ACCOUNT HOLDER (Obligatory)
<input style="width: 95%; height: 80px;" type="text"/>	<input style="width: 95%; height: 80px;" type="text"/>

- ① Enter the final bank data and not the data of the intermediary bank.
- ② This does not refer to the type of account. The account name is usually the one of the account holder. However, the account holder may have chosen to give a different name to its bank account.
- ③ Fill in the IBAN Code (International Bank Account Number) if it exists in the country where your bank is established
- ④ Only applicable for US (ABA code), for AU/NZ (BSB code) and for CA (Transit code). Does not apply for other countries.
- ⑤ It is preferable to attach a copy of RECENT bank statement. Please note that the bank statement has to confirm all the information listed above under 'ACCOUNT NAME', 'ACCOUNT NUMBER/IBAN' and 'BANK NAME'. With an attached statement, the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder and the date are ALWAYS mandatory.

Model 11. Timesheet



Model 7. Monthly timesheet for staff partially devoted to the project

Table 1: General information

Project Name	EBSOMED - ENI/2017/394-405
Beneficiary / PartnerName	
Name of the concerned employee	
Full-time / part-time employee	
Year	
Month	

Table 2: Worked Hours

Days	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTAUX	
Absences (see instructions)																																	0,0
worked Hours for EBSOMED project																																0,0	
worked Hours for another subsidized project																																0,0	
Other activities																																0,0	
Total hours	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0		

Date _____

Date _____

Signature de l'employé

Signature du Responsable / Représentant Légal du Projet



Template 11. Monthly Timesheet for PARTIALLY Project Staff

N.B. not to fill

Project Name	EBSOMED - ENI/2017/394-405
Beneficiary / PartnerName	as indicated in the Application Form
Name of the concerned employee	Last name and first name
Full-time / part-time employee	also indicate the total number of hours of work, as stipulated in the contracts and indicated in the gross pay sheet
Year	
Month	

N.B. not to fill

Month	
Absences (see instructions)	indicate the day in question, and one of the justification codes listed below
worked Hours for EBSOMED project	
worked Hours for another subsidized project	indicate the acronym, the project code and the lessor; if there are more than one, add as many lines as you need
Other activities	for ordinary tasks
Total hours	except for overtime

Absences Justification	
Weekend	WE
Sick leave	SL
Holiday	H
Annual leave	AL
Other absences	OA

Date _____
(the date must correspond to the following month)

Date _____
(the date must correspond to the following month)

Employee's signature:

Responsible Signature / Project Legal

(the institution stamp is desirable)

Model 12. Post-operation report / Final report

The operation Name:

Date & place (city, country):

This form must be submitted no later than 30 days after the implementation of any transaction.

The submission of this report together with all the forms is a necessary condition to receive any payment within the framework of EBSOMED.

This form must be sent with the post-operation / final payment request.

Please attach to this report:

- All exchanges & important emails
- The final program of the operation
- The final list of participants and trainers / experts
- All evaluation forms completed by participants
- All presentation documents such as PowerPoint, printed documents, etc.
- Original or copies of financial documents such as: time sheets, invoices, boarding passes, copies of participants' passports.

1) Synthesis

Operation :	
Main themes:	
Operator :	
Partner(s) :	
Participants :	
Place :	
Duration :	
Trainers :	
Logistics contact :	who ?
	Phone : Email :
	who?
	Phone : Email :

2) Please explain to which extent the operation contributed to reach the outcomes of the project and to the alignment to the targets (qualitative and quantitative indicators evaluation)

Relevance: are the operations in line with the needs of the target groups/end beneficiaries; is the action adapted to present institutional, human, financial capacities of the key stakeholders; effective commitment and ownership of the stakeholders; involvement of the relevant local stakeholders; complementary issues, risks mitigation; availability of data, sex-disaggregated indicators, target values realistic or need to be update;

Efficiency: are the implementation mechanisms conducive to achieve the expected results; do partner governments effectively steer the action; resources funded made available corresponding to the needs of the action; other resources made available for the action; delays, reasons, consequences and measures; cost-efficiency;

Effectiveness: conformity of the output progress to the plan; satisfactory performance of the quality of outputs; is the action supporting the partners' policy and action;

Sustainability: are the key-stakeholders acquiring the institutional and human capacity to ensure the continued flow of benefits; have the necessary measures been taken into account to enhance the role of women and young entrepreneurs? Have the SDGs principles been taken into account in the design of the operation (If yes, specify how).

3) Synergies

Please describe any synergy established with the EU Delegation of the hosting country, national/regional projects/programs or any other initiative relevant to the achievement of the project outputs

4) Lessons learned and recommendations

(Ex. To which extent did the operation capitalize on the already implemented activities conceived for the specific target group? Strengths and weaknesses of the operation, any change in the approach and methodology)

5) Participants

Participants Evaluation

Evaluation form assessment *Please summarize the results of the evaluation conducted with the participants. Were they generally satisfied? Have they suggested any measure to improve the operations?*

Synergies among participants and organisations *Have participants established collaborations, partnerships?*

Statistical data

Please fill in the tables below. This statistical data will make it possible to follow the EBSOMED project and to communicate about your operation with the European Commission, the press and external partners.

Participants	Nb
Total number of participants	
Women	
Men	

Profiles of participants (including experts)	Nb
Companies	
Press / journalists	
Institutional Leaders (Government Members, etc.)	
Business Support Organization, of which:	
1- Investment Promotion Agencies	
2- Chambers of Commerce and Industry	
3- Business federations	
4- Employers' Federations	
5- Women Led Organisations	
Representatives of the EBSOMED team	

Origin of participants (experts included)	Nb
Participants from European Union countries	
Other countries	
Participants from Mediterranean countries:	
1- Algeria	
2- Egypt	
3- Israel	
4- Jordan	
5- Lebanon	
6- Libya	
7- Morocco	
8- Palestine	
9- Syria	
10- Tunisia	

The event's Objectives	Ranking
Capacity building, training	
Knowledge, information	
Corporate partnerships (technical, financial and commercial)	
Investments and corporate financing	
Internationalization / Exportation	
Technology transfers and innovation	
Others : ...	

Quantitative results (applicable lines)	Nb / %
Overall satisfaction rate (% between good and excellent) - from the evaluation questionnaires	
Number of trained people	
Number of business-to-business organized meetings	
Number of created partnerships / promoters	
Number of created media (presentations, brochure, etc.)	
Number of published articles...	

6) Testimonials & Success stories

Indicate below testimonials and / or success stories (transfer of knowledge, creation of services, partnerships between companies and organizations, direct investments, etc.) generated by your operation.

TESTIMONIES / SUCCESS STORIES

Operation :
Date, Place :

Description :

Photo (picture)1

Photo 2

7) Visibility and media coverage

Please specify the visibility of your operation. Include any useful documents in this regard (press articles, media coverage, etc.)

8) Viability / Follow-up actions

Please indicate the next steps you intend to put in place and explain your sustainability strategy.

9) Financial vouchers (supporting documents)

All financial vouchers must be attached to this report. Invoices must be filed and have an identification number. The name and number of the voucher must be specified in the Expenses List in the column titled "Scan Document Reference Number, PDF".

Human resources

Please attach here the attendance sheets, the salary cost sheet or the HR invoices you have entered.

Daily allowances

Please attach below, for each person, the signed attendance sheet, boarding passes or train tickets and hotel notes (for each night) of the personnel assigned to the operation and authorized to receive allowances.

Subsistence allowance (daily allowances).

The amount of the daily allowance must not exceed the maximum rates per country set by the European Commission.

Please organize this section by presenting each person separately and the corresponding document.

Travel

Please attach below:

- *for airline tickets: 2 boarding passes and the travel agency bill*
- *for other means of transport: ticket and invoice..*
- *For visas, the invoice and the photocopy of the visa are necessary.*

Please organize this section by presenting each person separately and the corresponding document.

Costs resulting directly from the action

Please attach below the invoices for the various other costs and services required (room renting, conference stationery, costs related to the dissemination of information or the evaluation of the action, translation or printing documents).

Real budget insertion

Signature

Model 13. Evaluation Form for B2B Meetings

This evaluation form MUST be adapted to better meet the needs and specificities of the operation. It must be filled in by the companies participating in the B2B meetings during the event. In addition, an individual follow-up must be carried out 2 to 6 months after the meetings and sent to the EBSOMED team (to receive the final payment).

Please take a few minutes to answer the following questionnaire and return it to the organizers team:

Your Name :
Your organization:
Your function :
Your Country :
Operation :
Date - Place :

1. The Operation General Evaluation

- What is your overall appreciation of the operation? (Circle the corresponding answer)

Excellent Very Good Good Satisfying
Bad

- Please indicate the types of partnerships initially expected (technology exchange, outsourcing, export, etc.)

1)

2)

3)

- Kindly mention the expected objectives of the meeting (n. of meetings, business contacts, contracts, etc.)

1)

2)

3)

- What is your assessment of the level of achievement of these objectives?

Excellent Very Good Good Satisfying Bad

- How do you evaluate the preparation of these business-to-business meetings (business identification, matchmaking, etc.)

Excellent Very Good Good Satisfying Bad

Comments :

- What do you think about the relevance of the people you met (level of decision in the company, relevance to your partnership needs, etc.)

Excellent Very Good Good Satisfying Bad

Comments:

2. The meetings Results

- How many meetings did you make?

- Meetings planned by the organizers: _____
- Unplanned / informal meetings: _____

- Results :

- How many promising contacts did you get? _____
- How many concrete results have you achieved (partnership contracts, etc.)? _____

- What types of partnerships were initiated or discussed during these meetings?

The list of partnership types is given below:

(1) Contract of subcontracting or co-sourcing

(2) Export / Import

(3) Exchange of commercial networks

(4) Technological partnerships (transfer of know-how, exchange of personnel)

(5) Establishment of activities (subsidiary, agency, etc.)

(6) Strategic Partnership (Joint Venture, Representation Agreement, etc.)

(7) Others

Name of the company encountered	Types of partnerships / agreements discussed	Comments

3. Suggestions

- What do you propose to improve future meetings?

- What types of businesses would you like to meet in future B2B meetings?

Model 14. Report for subcontracts exceeding € 5.000 and less or equal to € 20.000

This report must be provided when the operator requests benefits for a total amount exceeding € 5,000 and less or equal to € 20 000 Please refer to the letter of agreement signed with the delegating authority

Service Contract - Summary Report

The organization's Name:
Country:
The operation's Name:
Agreement Number :

1. General Information

- Necessary services (Accommodation, Travel, etc.) :
- Contacted Company's Name
 - 1-
 - 2-
 - 3-
- When were these companies contacted?
- How were these companies contacted? (please attach the relevant correspondence to this report) :
- Deadlines for tenders' receipt:

2. Bid's Analysis

	Company 1	Company2	Company3
Criterion 1 - cost			
Criterion 2 - cost			
Total amount of the received offer			
Other comments			

3. Choice

Please explain briefly your choice

Name of the authorized legal representative of the institution:
Signature:

Model 15. Gross Salary Sheet



ENHANCING BUSINESS SUPPORT ORGANISATIONS

Model 14. EBSOMED Salary cost calculation sheet

Gross Salary Sheet

GROSS SALARY FORM	
PROJECT Number	
THE PROJECT ACRONYM	
the operator Name / partner	
Name of The concerned employee	
Full-time / part-time employee	
Calendar year	

NET SALARY	Total / Month
January	<i>(see pay sheet)</i>
February	<i>(see pay sheet)</i>
March	<i>(see pay sheet)</i>
April	<i>(see pay sheet)</i>
May	<i>(see pay sheet)</i>
June	<i>(see pay sheet)</i>
July	<i>(see pay sheet)</i>
August	<i>(see pay sheet)</i>
September	<i>(see pay sheet)</i>
October	<i>(see pay sheet)</i>
November	<i>(see pay sheet)</i>
December	<i>(see pay sheet)</i>
1. SUBTOTAL	- €

* in case of additional "months" (13th, 14th)
add new lines

SOCIAL CHARGES AND TAXES	Total / Year
Compulsory contributions according to labor law and collective agreement (social security, salary tax, retirement, unemployment, welfare, training, reimbursement of transport)	<i>NOT included in the net salary amount as reported on the pay slip</i>
Other costs included in the remuneration (mutual insurance, restaurant vouchers, holiday vouchers, travel insurance)	<i>NOT included in the net salary amount as reported on the pay slip</i>
2. SUBTOTAL	- €

3. TOTAL COST (1 + 2)	- €
Annual Gross Salary including social charges and taxes	
4. Number of days worked over the period	<i>According to the contract</i>
5. Equivalent hours worked over the period	<i>According to the contract</i>

Hourly cost (3/5)	
-------------------	--

Total over the reference period allocated to EPSOMED	Unit	Nb of unit	Total
	Hour	to fill out (cf. Timesheet)	#VALEUR!

Date _____

Model 16: Application for travel expenses' reimbursement

Warning: this form is an official accounting document equivalent to an invoice. It must therefore be presented on your organization's letterhead.

BUSINESSMED
Rue des Emeraudes,
Résidence Zarrad 2, Appartement A21
1053 Tunis, Tunisie
Date:

Subject: refund of travel expenses in the framework of the (Event's name)

We hereby request the reimbursement of travel expenses for Mr. / Mrs.from (Name the institution/company) for his/her participation in the (Event's name) that took place in (Event's place) on (Event's date).

For the exchange rate, please refer to the following link:

http://ec.europa.eu/budget/contracts_grants/info_contracts/infoeuro/index_fr.cfm

	costs	Required documents	Detailed calculation	Amount in Euro
A	Hotel accomodation	Original documents: proof of payment of the per diem by the organization to the participant or hotel invoice		
B	Meals	Meals receipt		
C	Transport	Original documents (Duplicate from supplier accepted): Taxi, shuttle receipt etc.		
Total costs=(A+B+C)				- €
	Maximum allowance calculation	Number of Nights (events' days+1)	Daily Allowance	Max Allowance
		2	0	- €
D	Total allowance			- €
E	Travel	Original documents (Duplicate from supplier accepted): Air Ticket, boarding passes or train ticket (both ways) and invoice, Visa receipt		
F	Travel Cost ¹			- €
G	Total refund = D + F			- €
H	EBSO MED Co-Financing			80%
I	Amount Requested ²			- €

¹ Kindly note that flight tickets expenses should not exceed the total amount of 500€, otherwise, kindly prepare a justification in that sense.

² The reimbursement will be done post-operation up to 80% of the eligible expenses and following the EU Per Diem of the hosting country.

By bank transfer to the following account (**please join a Bank account details**):

IBAN :	
Account holder (name of the organization):	
Address (organization):	
Bank Name	
BIC/SWIFT Code:	
City :	
Country :	

I hereby certify that the information contained in this application is complete, accurate and reliable.

Sincerely,

First Name, Last Name and position of signatory:

Signature and official stamp of the organization



Model 17: Affirmation Letter

To the attention of
Mr. Hichem HACHICHA
BUSINESSMED
Rue des Emeraudes,
Residence Zarrad 2,
Apartment A21
1053 Tunis
Tunisia

Date:

Dear Sir,

In accordance with your request as part of your verification mission of the expenses of the European project EBSOMED, we confirm you have made available to you all the relevant information concerning the expenses incurred.

In particular, we inform you that:

1. All the information and statements necessary to verify the expenses incurred have been made available to you in good faith and to the best of our knowledge.
2. Supporting documents have been drawn up in a regular and sincere manner to give a true picture of the expenses incurred. These are either original documents or certified copies.
3. We have provided you with any additional information that you have requested and have given you free access to the persons within the entity that you wished to meet for the purposes of the audit.
4. We are not aware of any irregularities committed by a member of management or a manager or employee with a significant role in the definition of the accounting and internal control system, and which may have a significant impact on the reality and accuracy of expenses incurred.
5. We are not aware of any violations or contraventions of laws, decrees or regulations, which may have a significant impact on the reality and accuracy of expenses incurred.
6. Our entity has complied with all the clauses of the contract under which it was engaged and which, if not, could have significant harmful consequences.
7. Our entity has complied with the requirement to maintain double-entry accounting in accordance with international accounting standards.

Name and function of the legal representative

Stamp and signature of the legal representative

Model 20: List of Expenses

General Ledger / List of expenses

Assurance:

- Program in context of the General Ledger (budget) (necessary corresponding to expenditures incurred under the project in the format of list of expenses below);
- Program in context of the General Ledger (budget) (necessary corresponding to expenditures incurred under the project in the format of list of expenses below);
- Review the annual expenditures for the year and the remaining budget allocated for the implementation of the operation / activity and compare with the relevant budget codes;
- **2011. This document is a tool communicated to the external auditor for the expenditure verification work on the project.**

Proactive number	Operator / Partner	Operative / Activity	Budget line	Cost category	Include report	Title of the expense	Document's holder	Type of document	Date	Expense description	Document's amount in local currency	Amount of the amount of the project (in local currency)	Unit	Number of units	Date of payment	N° of bank statement of the company	Reference of the payment	30
6																		
7																		
8																		
9																		
10																		
11																		
12																		
13																		
14																		
15																		
16																		
17																		
18																		
19																		
20																		
21																		
22																		
23																		
24																		
25																		
26																		
27																		
28																		
29																		
30																		
31																		
32																		
33																		
34																		
35																		
36																		
37																		
38																		
39																		
40																		
41																		
42																		
43																		
44																		
45																		
46																		
47																		
48																		
49																		
50																		
51																		
52																		
53																		
54																		
55																		
56																		
57																		
58																		
59																		
60																		
61																		
62																		
63																		
64																		
65																		



Project funded by the
EUROPEAN UNION

EBSOMED

ENHANCING BUSINESS SUPPORT ORGANISATIONS



Project funded by the
EUROPEAN UNION

The EBSOMED project is led by BUSINESSMED within a consortium consisting of 6 partners.

