



# Support Action Document – Incubation

## STAND Up!

June 2021



This document, titled **Support Action Document (SAD)**, presents the general framework for the incubation phase of the selected green entrepreneurs. Thus, it describes the guidelines to be followed during the incubation of the best green business ideas and details the support activities that the programme will provide to each entrepreneur. In addition, this document describes the set of tools and templates that will be useful along the process for different purposes.

The main targets of this document are the Local Mentors (LM), who are responsible for the implementation of the indications provided here. As a result of the incubation phase, it is expected that the entrepreneur (1) develops a solid Green Business Plan, (2) registers the legal form of the company, and (3) is ready to put his/her products/services in the market.

*Abbreviations and acronyms used in this document:*

EE - External Experts

ETA - External Technical Assistance

GBP - Green Business Plan

GE - Green Entrepreneur

LM - Local Mentor

SAD - Support Action Document



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## 1. Expected results of the Incubation Programme

The expected results of the Incubation Programme are:

### 1.1. Complete Green Business Plan

The Green Business Plan (GBP) is a document that may be necessary to access potential investors and get funded. It will be used throughout the incubation period in order to accompany the process and guide both mentors and entrepreneurs. At the end of the programme, it will have to be complete and ready to be presented to any potential investor.

### 1.2. Legal Status of Company

At the end of the incubation programme, the company should have an established legal status.

### 1.3. Products/services ready to be put on the market

It is desirable that the products and/or services of the company are ready to be put on the market by the end of the incubation programme. Being aware that this may not be possible in some cases, at least it will be necessary to have started the activities necessary to put these products/services on the market (that is, the activities behind the business model). In practice, this means that the ‘take off’ of the business has already started.

### 1.4. Impact Measurement

With the aim to measure the impact of the green entrepreneur’s project in a harmonised way, entrepreneurs will have to use an **online measure toolkit** (MEAL System) available in the Switchers webplatform that will allow them to accomplish their own impact indicators. The entrepreneurs will be asked to put figures to these indicators in order to measure certain results.



## 2. Overview of the Support Programme

The support programme lasts for 32 weeks, during which the entrepreneur will be receiving support from one Local Mentor (LM) and from external experts.

Beyond this Support Action Document, LM and green entrepreneurs will follow the guidelines and recommendations indicated in the document: **‘Launch your Green Business! The Incubation Programme for Green Entrepreneurs in the Mediterranean’**, accessible through <https://www.theswitchers.org/resources>.

This document will be the basis of the work to be undertaken and it will be used throughout the incubation period in order to accompany the process and guide both mentors and the green entrepreneurs. It aims to accompany them with the use of the online **Green Business Development Plan toolkit** in order to create and implement the green business.

The ‘Launch your Green Business’ document is structured along 4 parts, which constitute 4 of the 5 stages comprised within the incubation programme:

- The Green Business Canvas Review (Stage 1)
- The Green Business Plan (Stage 2)
- The Business Take Off (Stage 3)
- Get Funded (Stage 4)

The whole incubation programme is divided into 5 stages (see figure below), so there is an additional stage not explicitly shown in the structure of the ‘Launch your Green Business’ document, which will be named stage A (Identification of External Needs).

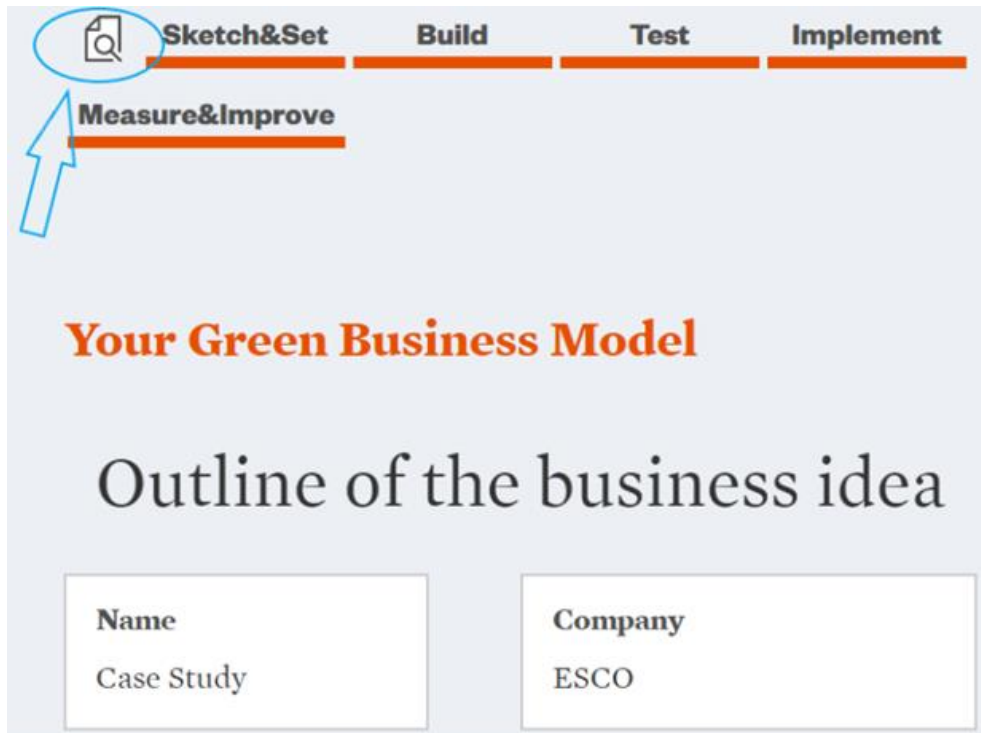
STAGE	Week																																
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	
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3/ The Business Take Off																																	
4/ Get Funded																																	

The five stages comprised in the incubation programme along to assigned documents are described next.

- **Stage 1. Business Idea and Validation** (weeks 1-7)  
General review of the green business canvas should be done. Particular attention will need to be given to the underlying hypotheses of the business model and their validation.



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*Green Business Model canvas available at Switchers Web Platform.*

A **Test validation** document will be available to be used by entrepreneurs to register the tests and to validate hypotheses.

The webplatform provides a **“Calendar”** feature that could be used to schedule the whole incubation phase including the meetings between local mentors/experts with entrepreneurs. LM/E and GE calendars will be linked to follow up the events during the process.

## - **Stage A. Identification of External Technical Assistance Needs** (weeks 4-7)

The support programme counts on the involvement of one Local Mentor and one or several experts that will provide external technical assistance. During this stage, these external needs will be identified.

Besides the above-mentioned Web platform facilities that allow to schedule the meetings and events that might happen during the incubation phase, there is a document available at <https://www.theswitchers.org/resources>, the **“External technical assistance proposal”**, that will be used by LM to submit an external technical assistance proposal.

In addition, LM/E and GE will have access to their GBP at any time into the webplatform.



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*Green Business Plan canvas available at Switchers Web Platform.*

GBP can be downloaded anytime in PDF or Word files.

The next figure shows what documents will be involved along stage 1.

Phase I	Document	Where to find it?
<b>GBC canvas review</b>	GBC canvas	GBP webplatform tool (intro)
	Calendar	GBP webplatform tool
	External technical Assistance proposal	<a href="http://www.theswitchers.org/support">www.theswitchers.org/support</a>
	Test validation	<a href="http://www.theswitchers.org/support">www.theswitchers.org/support</a>
	Green Bussiness Plan canvas	GBP webplatform tool

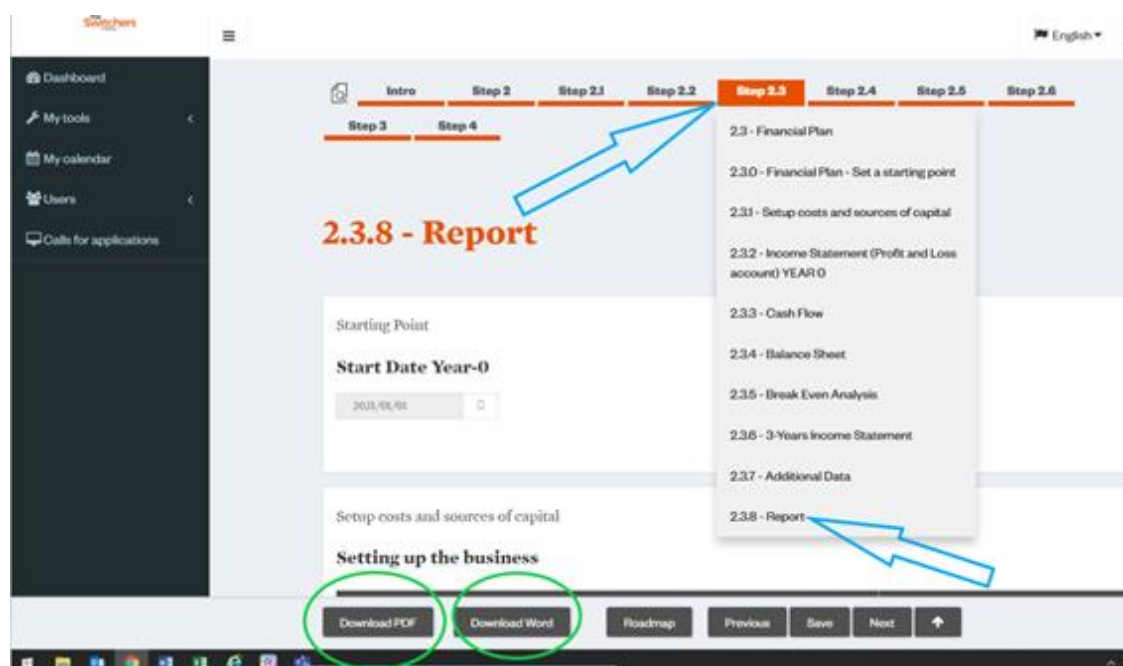


## - Stage 2. The Green Business Plan (weeks 8-19)

Support to develop the green business plan and define a roadmap. This section includes communication, marketing, operations and financial management.

Like the previous stages, LM and Green Entrepreneurs will have access to Web Platform tools as the “Calendar” and “GBP template”. In addition, two new documents will be available online: the “Financial Plan” and the “Roadmap”.

The “Financial Plan” can be elaborated online in the Web platform through 8 different steps. Once the Green Entrepreneur has completed their Financial Plan, they will be able to download it in PDF or Word files and continue working on it offline.

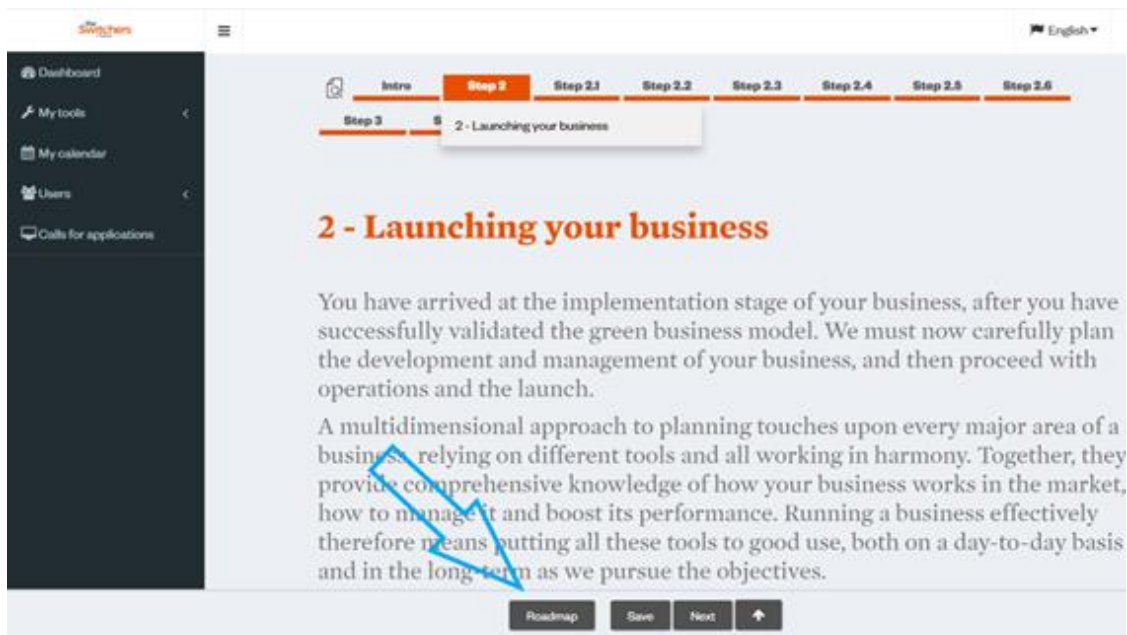


*Acces to financial plan into the webplatform*

The “Roadmap” is a document that will be used by entrepreneurs in order to help their business take off. All along the process, the **Roadmap** will be accessible in every task (button at bottom of the pages) and will allow to list and programme all the tasks needed to materialize Green Entrepreneur’s plan. As the Green entrepreneur progress in building its plan, he/she will describe the actions to be undertaken, set a starting and a due date and define a person responsible for the task. The minimum time horizon of the Roadmap should cover the year 0. Nevertheless, it is also of interest to set up the main strategic actions intended to be executed in the following years (1, 2 and 3).



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The screenshot shows the 'the Switchers' web platform. A sidebar on the left contains links to Dashboard, My tools, My calendar, Users, and Calls for applications. The main content area displays a progress bar with steps from Intro to Step 2.6. Step 2, 'Launching your business', is highlighted. Below the progress bar, the title '2 - Launching your business' is shown in orange. The text explains that the user has reached the implementation stage and must now plan the development and management of the business. A blue arrow points from the 'Roadmap' button at the bottom to the text 'A multidimensional approach to planning touches upon every major area of a business...'.

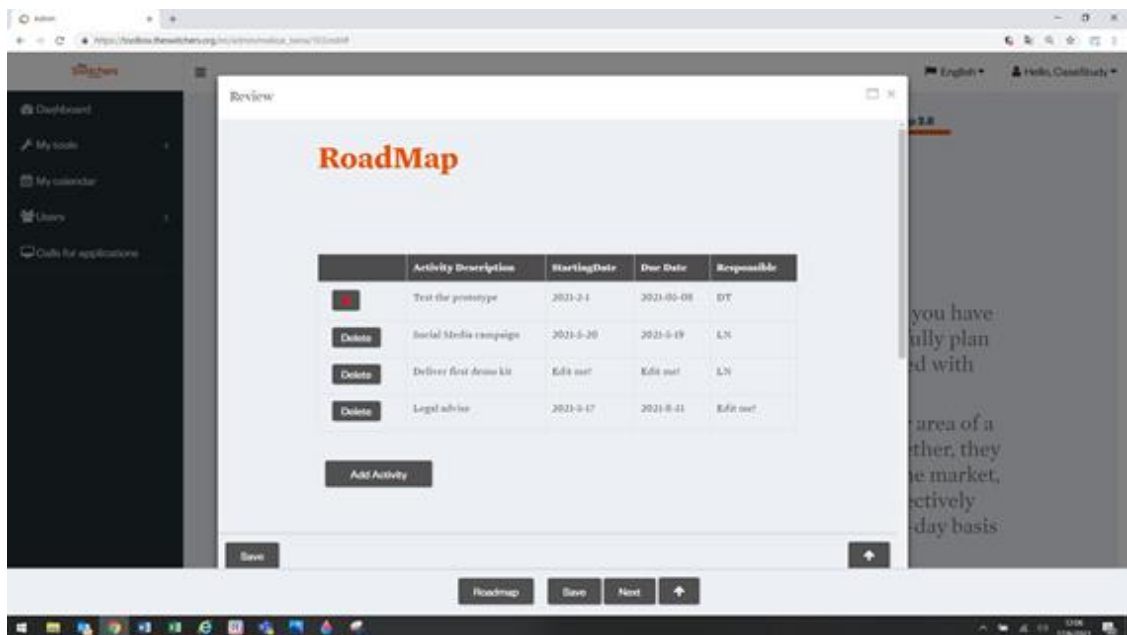
## 2 - Launching your business

You have arrived at the implementation stage of your business, after you have successfully validated the green business model. We must now carefully plan the development and management of your business, and then proceed with operations and the launch.


A multidimensional approach to planning touches upon every major area of a business, relying on different tools and all working in harmony. Together, they provide comprehensive knowledge of how your business works in the market, how to manage it and boost its performance. Running a business effectively therefore means putting all these tools to good use, both on a day-to-day basis and in the long term as we pursue the objectives.

[Roadmap](#) [Save](#) [Next](#) [↑](#)

Accessibility to “roadmap” inside the Web Platform



The screenshot shows the 'Review' screen for the 'RoadMap' feature. The title 'RoadMap' is in orange. Below it is a table with four rows of activities. Each row has a 'Delete' button. At the bottom of the table is an 'Add Activity' button. The table data is as follows:

	Activity Description	Starting Date	Due Date	Responsible
	Test the prototype	2021-2-1	2021-09-08	DT
<a href="#">Delete</a>	Social Media campaign	2021-4-20	2021-9-19	LN
<a href="#">Delete</a>	Deliver first demo kit	Edit me!	Edit me!	LN
<a href="#">Delete</a>	Legal advice	2021-9-17	2021-9-11	Edit me!

[Add Activity](#)

[Save](#) [Roadmap](#) [Save](#) [Next](#) [↑](#)

Example of “roadmap”



The next figure shows what documents will be involved along stage 2.

Phase II	Document	Where to find it?
<b>Green Bussiness Plan</b>	GBP <u>template</u>	GBP <u>webplatform tool</u>
	Calendar	GBP <u>webplatform tool</u>
	<u>Financial Plan</u>	GBP <u>webplatform tool</u>
	<u>Roadmap</u>	GBP <u>webplatform tool</u>

### - **Stage 3. The Business Take Off** (weeks 20-29)

Execution of the plans.

The documents that will be involved along stage 3 are the same than the ones used in the previous stages except a new one named, “**External assistance outputs**” that will be used by LM to assess the output of external assistance tasks.

The next figure shows what documents will be involved along Stage 3.

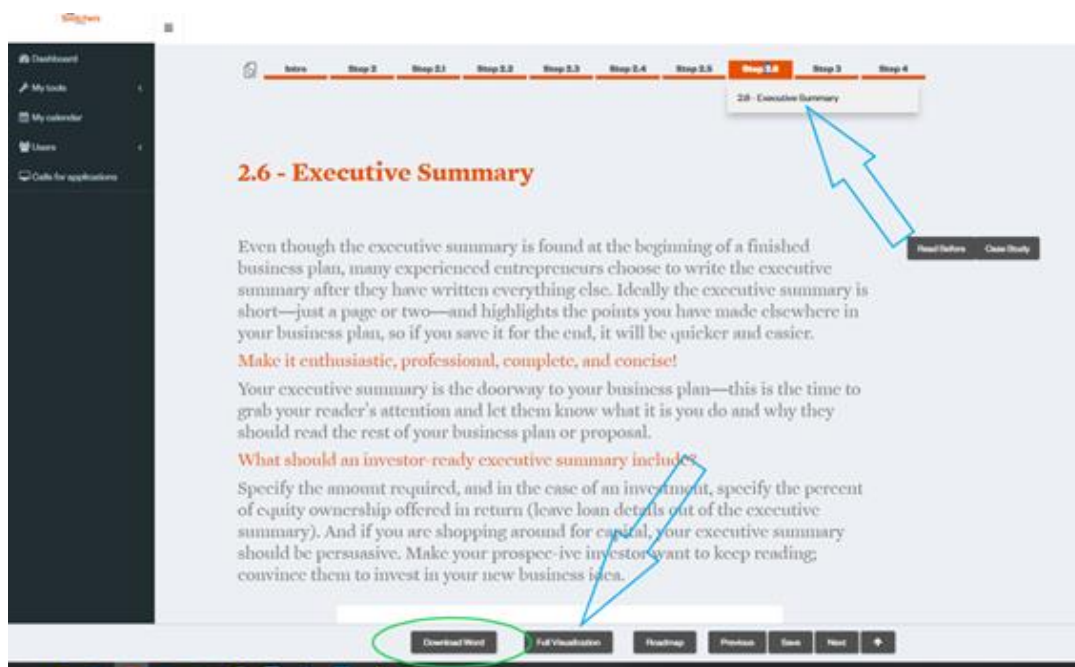
Phase III	Document	Where to find it?
<b>Business take off</b>	GBM <u>canvas</u>	GBP <u>webplatform tool</u> (intro)
	Calendar	GBP <u>webplatform tool</u>
	<u>External assistance outputs</u>	<a href="http://www.theswitchers.org/support">www.theswitchers.org/sup port</a>
	<u>Green Bussiness Plan canvas</u>	GBP <u>webplatform tool</u>

### - **Stage 4. Get Funded** (weeks 30-32)

This step includes preparing an executive summary and the latest and improved version of the Green Business Canvas, together with a video pitch. Final Green Business Canvas can be accessible at the “executive summary” step, through the “full visualisation” button. This document can be downloaded in word file.



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Accessibility to “GB canvas” at executive summary stage inside the Web Platform.

Finally, the online impact measurement Toolkit will be used to facilitate the measurement of the impact created by entrepreneurs in a harmonised way. All these materials will be useful to raise funds.

The next figure shows what documents will be involved along stage 4.

Phase IV	Document	Where to find it?
<u>Get funded</u>	Green <u>Bussiness final Plan canvas</u>	GBP <u>webplatform tool</u>
	<u>Monitoring, evaluation, accountability and learning (MEAL)</u>	MEAL <u>webplatform tool</u>



### 3. Ongoing follow-up of the incubation programme

The follow-up activities aim to assure that the incubation is implemented properly and that the expected outcomes are achieved. The follow-up will be done online through the Switchers' Web platform. This online managing tool allows interaction between LM and GE who can exchange comments and work reviews through platform features as the calendar, chat and alert system to GE that notify them about LM comments.

#### 2.1.1 - Management & Problem Solving Activities

Management is the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively. Management includes planning, organising, staffing, leading or directing, and controlling an organisation to accomplish the goal or target.

Problem solving is a compound of approaches that help to organise and prioritise the way you deal with internal challenges.

Please describe your management and problem solving activities.

**Green Entrepreneur Answer**

Our management system relies on continuous improvement to increase the efficiency in the way we manage, not only our raw materials and process, but also the way we make decisions and operate. The optimisation of the operation is absolutely key to creating a profitable supply chain for the recovery of the products or secondary materials.

**Trainer Review Mark** ☒

**Trainer Comment**

**Trainer Comment**

**Save**

*Drop out comments on trainee's GBP canvas.*

The Partner will be responsible for carrying out the follow-up of each project, with the collaboration of Local Mentors, external experts and entrepreneurs.

Here is a detailed enumeration of the follow-up actions and documents throughout the incubation programme:

- **Calendar: following up on developments and each milestone**

What? The 'Calendar' will be the first document to be used by the LM in order to establish the expected timeline and deadlines of each entrepreneurship project. Thus, the LM will define the schedule of each project following the general guidelines provided in this document. After its submission and acceptance by the Coordination Team, the programme can start. It is extremely important that the Local Mentor indicates in the Calendar when each milestone is achieved in the Schedule along the incubation phase. In case there is some sort of deviation from the Schedule, the online tool will also be used to register and justify any alterations.



**When?** It will have to be filled in before starting the incubation programme and should be kept updated along the whole incubation phase (particularly, when achieving the scheduled milestones). At any time, the tool can be accessed and checked by the Coordination Team.

**Who?** The LM is responsible for the completion and update of this tool.

#### - **External Technical Assistance Proposal**

**What?** The ‘**External Technical Assistance Proposal**’ will be used to configure the external technical assistance. In this document, the LM will justify the support actions to be provided by the external experts.

**When?** The External Technical Assistance Proposal will be developed within stage A and will have to be completed by week 7. Once this proposal is validated by the Coordination Team, external technical assistance may start (tentatively from week 12).

**Who?** The LM is responsible for the development of this document, based on the needs of the entrepreneur.

#### - **The Green Business Plan**

**What?** The Green Business Plan will be one of the main outputs of the incubation programme, since it will be the document used by the entrepreneur to plan his/her business, get access to funding and eventually take off. This document will be subject to control by the coordination team at the end of stage 1, stage 2 and stage 4. At the end of stage 1, a first draft of the GBP will need to be made available to the Coordination Team, in which the entrepreneur will have read the entire template and filled in all information available. At the end of stage 2, section 2 of the template (Green Business Plan) will need to be completed, meaning with this that all “planning stuff” is undergone. Finally, at the end of stage 4 the whole document should be completed, including the remaining sections, namely the Executive Summary.

**When?** The document will be used from stage A until the end of the incubation programme. However, there are three expected deadlines for its submission: end of stage 1 (week 7 - first draft), end of stage 2 (week 19 - section 2 complete) and end of stage 4 (week 32 - the entire document completed). At the end of stage 2, the Coordination Team will check if it is complete and, if necessary, will ask for amendments within a certain deadline. In case the expected work is not finished by week 19, the LM will have to share whatever has already been done, and explain why it is not ready and what will be done in order to finish it before week 29.

**Who?** The green entrepreneur is responsible for the development of this document, with the support of the LM and external experts.



- **Register of one-to-one meetings made by the GE.**

**What?** The entrepreneur will provide an online record of the meetings that takes place with the LM and the external experts (both the face-to-face and the online meetings) through the **Calendar tool**. The Local Mentor will assure that the entrepreneur updates this regularly. In addition to this, the Local Mentor will have to make sure that the meetings between the entrepreneur and the external experts take place. To do so, the Local Mentor will regularly check the green entrepreneur's online register.

**When?** Periodically (after each meeting) with the LM and the external experts.

**Who?** The entrepreneur is responsible for his/her calendar follow up.

- **Register of one-to-one meetings made by the LM and external experts through the Calendar.**

**What?** The Local Mentor and the experts will at the same time have a personal physical register of the meetings that each of them has with the entrepreneur. They can manage through the Calendar.

**When?** Periodically (after each meeting).

**Who?** The LM and external experts are responsible for their calendar follow up.

- **External Technical Assistance results**

**What?** A report of the work done by the external experts, titled '**External Assistance Outputs**' will be filled out by the Local Mentor, with the information provided by the external experts involved. It will be used to check the work done within the External Technical Assistance. The approval of this report both by the LM and by the partner will be necessary in order to get paid.

**When?** This report will be submitted at the end of the external support services, that is to say, no later than week 29. The LM may start preparing this document from the moment that the tasks of the external experts are over.

**Who?** This report will be filled out by the Local Mentor with the information and help of the externals at the end of their tasks

- **Impact measurement tool**

**What?** The **MEAL online toolkit** will be used to measure the impact of the green entrepreneurship project. With this document, entrepreneurs will estimate the expected impact that will be achieved in one-years' time by putting figures to the indicators.

**When?** This tool should be developed along stage 4, so the deadline for its submission is week 32.

**Who?** The entrepreneur is responsible for the development of this document, with the support of the LM.

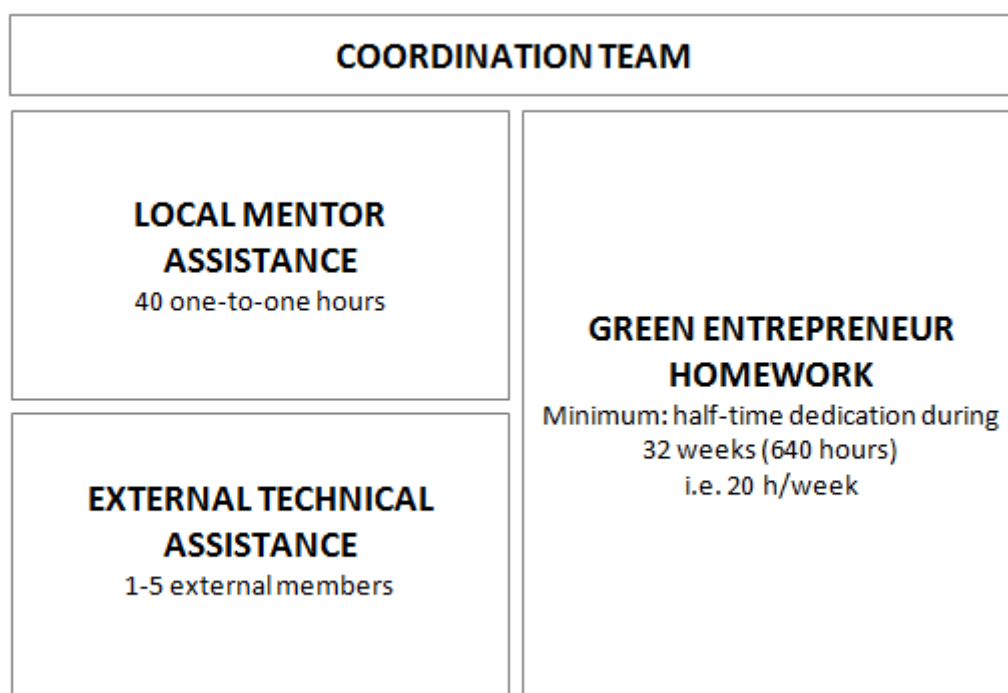


## 4. Roles along the incubation programme

### 4.1. Who will provide the support?

A Local Mentor (LM) will be assigned to each entrepreneur, and dedicate 40 hours of one-to-one support. The LM will provide assistance throughout the entire process.

In addition to this, the entrepreneur will count on the support of experts providing External Technical Assistance between weeks 12 and 29 (a buffer of 4 weeks between the identification of needs and the beginning of external technical assistance is kept for administrative issues). The external technical assistance will be identified in stage A and will contribute to stages 2 (Green Business Plan) and 3 (Business Taking Off).



Please note that entrepreneurs are expected to be highly involved in the project: they should work a minimum of approximately 20 hours per week on their project, equivalent to half of the time that should be dedicated during the 8 months that the incubation phase lasts. As a reference, it is estimated that the entrepreneur should dedicate at least 16 hours of time for each hour of one-to-one meeting. However, this time will need to be adapted to each case (some entrepreneurs may need more time or may wish to dedicate more time to the project).

**Note about the One-To-One Support.** If possible, the one-to-one support (both of LM and external technical assistance) should be face-to-face, that is to say, the entrepreneur should meet and work directly



with the LM. In parallel, the LM will follow up and review the entrepreneur's homework through the web platform accessing to his/her green business plan. An exception to this rule is the case of external technical assistance which by definition does not require face-to-face attendance -e.g. the design of a brand logo.

**Note for the Local Mentor:** The 40 hours of one-to-one support will need to be complemented by **15 hours of back-office tasks**.

#### 4.2. The Coordination Team

The Coordination Team from the implementing partners will supervise the incubation programme. They will provide support and guidance to Local Mentors during the incubation phase and will make sure that all the process runs smoothly.

Some of the main responsibilities of the Coordination Team include (non-exhaustive list):

- Provide general instructions to the LM on how to proceed, including the identification of needs and external expert support.
- Support regarding the general understanding of this document and all complementary materials.
- Follow-up activities (more details on the follow-up activities will come later).

Local Mentors should contact the Coordination Team in case of any deviations from the expected activities or when facing problems that may put the results of the incubation at risk.

#### 4.3. Local Mentor Assistance

The LM will provide general support throughout the incubation phase of the programme. Thus, he/she will cover all the essential aspects related to the incubation. In practice, this means going through the entire document '**Launch your Green Business!**' and complementary documents available on line at [www.theswitchers.org/support](http://www.theswitchers.org/support).

Throughout this process, the Local Mentor will be offering general guidance and advice regarding the exercises. In addition to this, he/she will also take care of the general aspects of the incubation.

**Duration and delivery:** 40 hours of one-to-one LM support, distributed along the 32 weeks. As general guidance, these hours may be distributed according to the following table. It is suggested that the Local Mentor meets the green entrepreneur in a timely manner. It is highly recommended to set up one-to-one meetings with the entrepreneur every 2-3 weeks, which could last between 2 and 4 hours. The eventual distribution of the meetings between the entrepreneur and the mentor is flexible and will depend on the agenda of the attendees. However, it is highly recommended that the development of each part fits within the corresponding time limits. In case this is not possible, the LM will need to provide a justification.



Stage of the Incubation phase	LM one-to-one support (hours)*
Introduction to the Incubation Programme	1
The Green Business Canvas Review (Stage 1)	8
Identification of External Needs (Stage A)	6
The Business Launch Plan (Stage 2)	12
The Business Take Off (Stage 3)	9
Get Funded (Stage 4)	4
<b>Part A</b>	<b>40</b>

\*There is some flexibility on the distribution of time depending on each project (e.g. in the case that the green business canvas does not have limitations or concerns, the time may be distributed proportionally to the other areas of support). In any case, the total LM support should be 40h.

#### 4.4 External Technical Assistance

This part is adapted to the specific needs of each entrepreneur and will be carried out by external members, depending on each project's needs (it may be more relevant that all efforts are concentrated on one topic supported by one expert, or on the contrary, it may be necessary to provide support in different areas).

There may be different types of external technical assistance (non-exhaustive list):

- **In-depth assistance on a given topic**, in the form of hands-on practical workshops oriented to working together on the GBP. For example, co-creating the business's financial plan.
- **Solving specific issues, doubts or questions** that the entrepreneur may have. For example, helping the entrepreneur to decide the best legal status for the company.
- **Follow-up and guidance during the execution and implementation of key tasks**. For example, providing instructions and reviewing the process of brand name registration.
- **Delivery of certain tasks (products/services)**. For example, development of a web page or design of a logo.

The external technical assistance will focus on the steps 'the Green Business Plan' and 'the Business Take Off', and it will take place between weeks 12 and 29.



STAGE	Week																																
	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	32	
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A/ Identification of External Needs																																	
2/ The Green Business Plan																																	
3/ The Business Take Off																																	
4/ Get Funded																																	
External Technical Assistance																																	

**Duration and delivery:** The duration and delivery of the external technical assistance activities is difficult to predict and it will depend on the type of external assistance services required, the number of externals participating in the support programme and their availability. Whenever possible, it is desirable to concentrate meetings to reduce travel and logistical needs. The eventual distribution of the meetings between the entrepreneur and the external experts is flexible and will depend on the agenda of the attendees.

### How are the needs of External Technical Assistance defined?

It is the task of the LM to identify the external technical assistance needs of the entrepreneur and to suggest which external members will carry them out, which should be done between weeks 4 and 7 (stage A). For this purpose, the LM will take into account the budget available for the partners to contract them. The Coordination Team will validate the appropriateness of the suggested external technical assistance and contract the expert.

In order to define the necessary external support, the LM will proceed in the following way:

- In **week 4**, the entrepreneur will be asked to go through the section 'The Green Business Plan' and **fill it in with all the present available information**. At that moment, it is expected that the entrepreneur has already gone through the section, 'Green Business Canvas Review'. If not, he/she will be encouraged to do so. All this work from the entrepreneur will be useful for the LM to see what has been done so far.
- After this 'first go' from the entrepreneur, both **the LM and the entrepreneur will meet and go through the sections 'Green Business Canvas Review' and 'Green Business Plan' of the 'Launch your Green Business!' document)** in order to detect and foresee the main needs. At this time, they are not expected to fill everything in, nor are they expected to solve all concerns and issues, but to see what has already been done and to identify in what area they may require external technical assistance.



- In order to facilitate the process of the identification of external technical assistance needs', a document entitled '**External Technical Assistance Proposal**' has been prepared. This document includes a list of potential needs, which may be useful to guide the LM to obtain orientations regarding the type of support that could be provided (the list of actions is not exhaustive; you are encouraged to design a very-specific support plan for each entrepreneur). To start with, the mentor will identify the support actions that may be part of the external **technical assistance** (the LM could select any support actions from the list in the '*Potential Needs Overview*' sheet or describe new actions). When preparing this list, the LM will need to take into account that he/she will have to cover all general aspects and also those issues that are within his/her expertise. Thus, he/she will have to indicate what additional external technical assistance is necessary to complement the local mentorship and foster specific areas of either the Green Business Plan and/or the Take Off stages. The identification of external needs will take into account the specific project needs and also the capabilities of the LM to perform the necessary tasks.
- After having gone through all the 'Launch your Green Business!' document and having identified potential External Technical Assistance support actions, it may be necessary to set priorities (e.g. in case that many external support actions are envisaged). From all potential needs, the **LM will have to select the main ones and identify external suppliers and experts** that could provide such technical assistance. To do so, the LM will fill out the template included in the spreadsheet, which aims to define and justify the External Technical Assistance needs and the selection of the external expert/s. Remember that there is a specific budget to be allocated to this external support.
- The LM will need to **submit the complete 'External Technical Assistance Proposal' in week 7** to the partner. This document will include the justification of tasks and experts. At this moment, **all advances in the GBP template should be also made available to the partner**.
- The **Partner review the Proposal** and either approve it or ask for amendments/clarifications before the end of week 8. The LM should be aware that the proposal should be clear and justified.
- After its approval, the partner will start the administrative tasks to **contract the external members, so they could start working with entrepreneurs from week 12 onwards**.

## 5. Frequently Asked Questions (FAQs)

Next there is a list of FAQs raised by LM and Green Entrepreneurs along the process. This list will be updated periodically, based on the questions received from the participants in the programme.

- **Who is responsible for identifying the external experts?**



The LM should, first of all, talk to the entrepreneur and make him/her understand that there is a commitment from his/her side to satisfy some requirements and that not performing the work might be a cause of expulsion of the programme. In addition to this, the LM should help the entrepreneur to overcome any barriers or problems regarding the incubation process in order to catch up as expected.

In addition to this, the LM should inform the partner in case that an entrepreneur does not perform the necessary tasks. Please take into account that, if there is a submission planned for a given deadline, some delay may be permitted.

- **Who is responsible for identifying the external experts?**

It is up to the LM and GE together to determine what ETA needs are required. However, the LM is primarily responsible for identifying, contacting and organising the ETA, with approval from the partner.

- **How is the External Technical Assistance contracted and what is the available budget?**

The global amount available for ETA/EE is €6000 after VAT (if applicable) which covers the experts' support. The LM will have to send an offer of external expertise to the partner for assessment: the length of contractual and payment procedures has to be taken into account, understanding that once we receive the offer and validate this, the partner will prepare the contract. The EE will need to send the partner an invoice in order to receive payment (with LM in copy).

- **What would happen in case the allocated budget for the expert was not enough to meet the entrepreneur's need?**

The aim of stage A is to identify the external technical assistance needs. During this stage, it is very important to prioritise the external support to be received. It is obviously possible that the allocated budget is not enough to cope with all potential needs, so it is the task of the LM to select the most important tasks to be undertaken, making a wise use of the budget.

- **Can the entrepreneur use the same expert twice or even more?**

Yes, the same expert may provide different types of expertise and/or meet the entrepreneur several times, nevertheless this should all be justified to the partner.

- **Are the roles of LM and EE compatible?**

The role of LM is distinct from that of EE. Actually, the role of LM is not compatible with that of EE: the role of LM cannot be that of EE for another GE. The LM should provide all the support possible where they can have an added value and depending on their background/profile.