Interreg – IPA CBC
Croatia - Serbia

EUROPEAN UNION

eMS
electronic monitoring system

1st Call for Proposals

APPLICATION MANUAL

Instructions how to fill in Application Form

Ver 2.0

May 2016

Contents

Disclaimer: This Application Manual is a help tool envisaged to provide additional assistance to the Applicants during project preparation phase and filling in the Application Form. The Application Manual includes instructions on how to fill in the Application Form and in that respect contains parts/images of the Application Form within eMS.

Note that this updated version of the Application Manual (version 2.0) is a result of additional revision made by the Managing Authority and Joint Secretariat. The updated Application Manual represents technical improvement of the previous version of the document in order to provide improved assistance to the applicants during project development phase.

In case of a discrepancy between the relevant sections of this Application Manual and Application Form in electronic Monitoring System (eMS), the Application Form in electronic Monitoring System (eMS) shall prevail.

1. Quick Guide for Applicants in eMS

The eMS is a programme monitoring system with a communication portal, which allows Programme to collect and store all necessary project and Programme information and beneficiaries to communicate with the Programme bodies electronically via a secure online communication portal. Programme INTERACT has developed this software for the benefit of all European Territorial Cooperation (ETC) programmes.

Disclaimer: The eMS is a new system for both: the Programme and the applicants, and it is partially still under development. For that reason, during work in the eMS, some technical omissions might occur. Therefore it is recommended to:
- read carefully Application Manual – instructions how to fill in Application Form;
- bear in mind general tips and tricks at the end of this section;
- submit Application form in the eMS in timely manner (avoid the very end of the deadline for submission of applications).
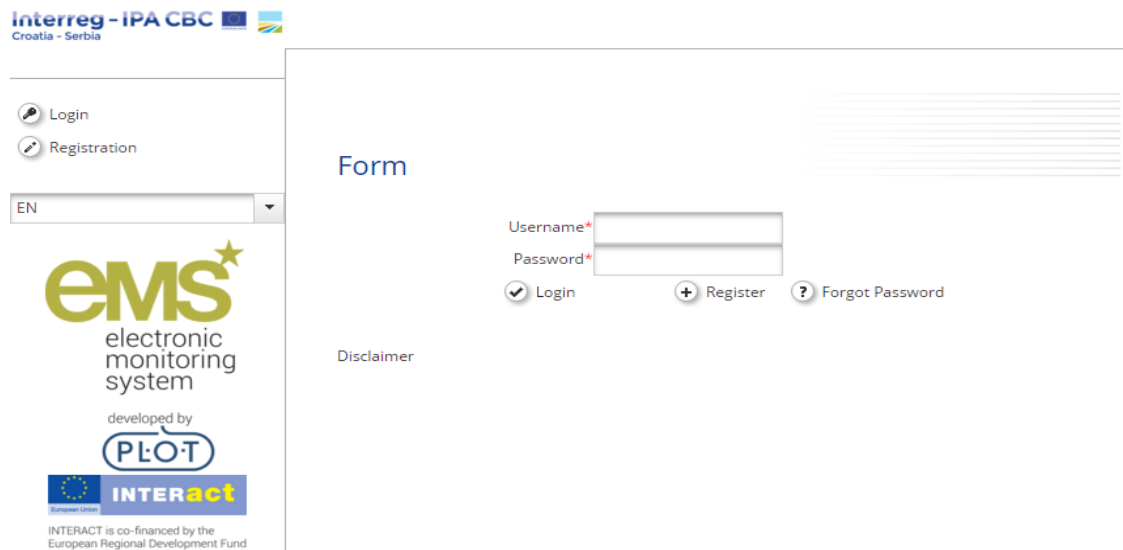
1.1. Technical information, system requirements, access and registration to eMS

The eMS is a web application which can be accessed with recent versions of most common browsers (e.g. Internet Explorer 11, Firefox 35, Chrome 39).

The functionality of the system follows the common standards of web applications for entering and submitting form data.

The eMS system can be accessed on the following link: **ems.interreg-croatia-serbia2014-2020.eu/eMS**.
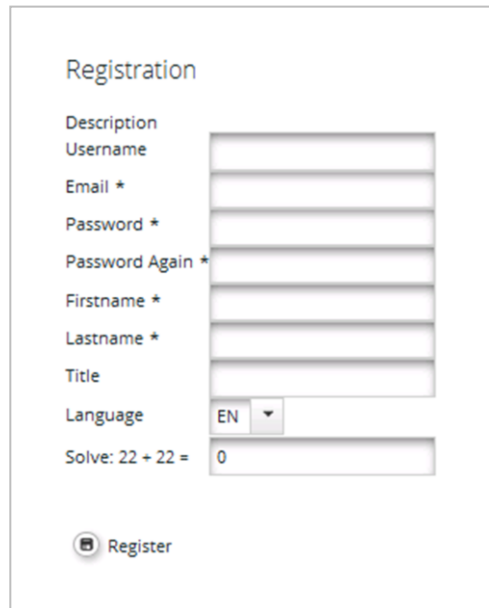
Figure 1 - eMS login form

To use the eMS, you must first register by clicking the button *Register* on the login form (Figure 1). You will then be asked to provide a set of credentials.

Figure 2 - Registration form

Registration

Description	
Username	
Email *	
Password *	
Password Again *	
Firstname *	
Lastname *	
Title	
Language	EN ▾
Solve: 22 + 22 =	0

Ⓔ Register

The person registering in the eMS should be preferably the contact person of the institution. Automatically generated eMS notifications (i.e. on successful submission of the Application) will be sent to the user's e-mail address registered within the eMS.

Username will be used to log in and submit the applications. It can be freely chosen by the Applicant. Username is unique in the eMS – the eMS doesn't allow more than one applicant with the same username.

Email is the e-mail address of the Applicant. One e-mail address can be used per one username only. Once the Applicant registers, he/she will not be able to make new registration with different username by using the same e-mail address.

Password is used for the authorization of the Applicant, and it is required for the access to the system. Password must have 6-20 characters, can contain letters ('A'..'Z','a'..'z'), digits (0..9) or punctuation marks (.,/-) and must have at least one letter. In the case the password is forgotten it can be changed by clicking on *Forgot Password* on the login form (Figure 1).

First name, Last name and Title are the personal data of the Applicant.

Language is the Programme's official language, and it is set to English. This cannot be changed.

After you submit the filled-in registration form, a confirmation e-mail is automatically sent to your e-mail address. Only after receiving your confirmation, you will be able to log in to the eMS and apply your project proposal by filling in and submitting the application form.

1.2. Dashboard and Getting started in the eMS

After logging in, you will enter the Dashboard. The main functions can be found on the left side menu, such as your Mailbox, Generated Files, User Account, managing applications, etc. The central part of the Dashboard shows any created and saved project proposals (*My Projects*), your mailbox and a calendar.

Figure 3 - eMS Dashboard
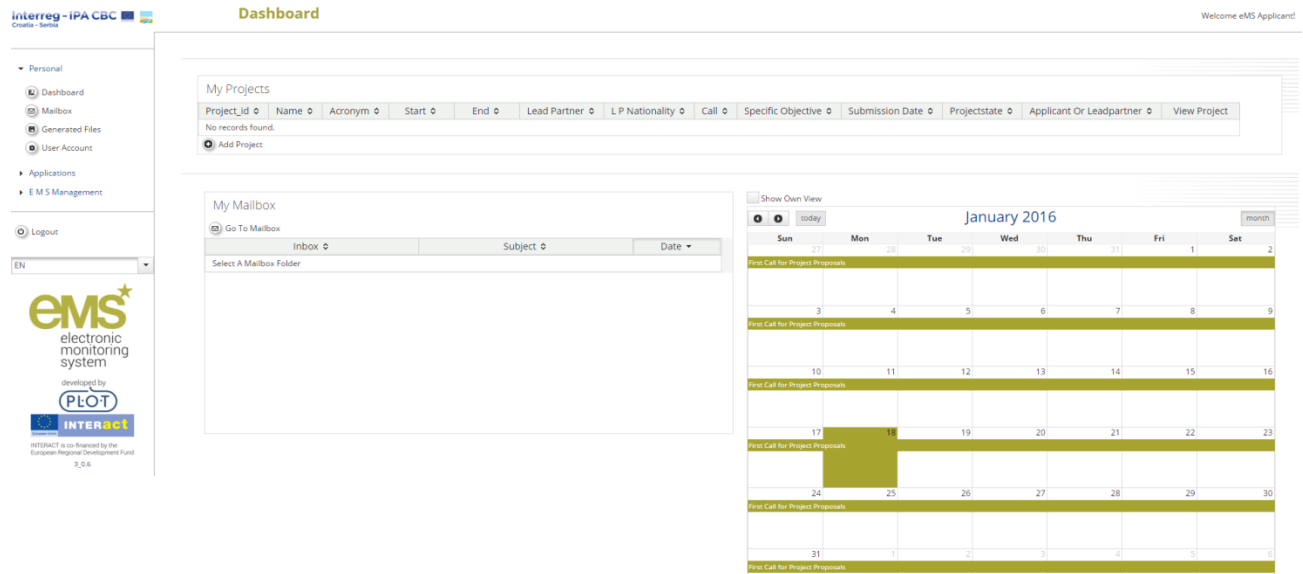
In order to correctly use this system, you need to have a good understanding of the main concepts used by the Interreg IPA CBC Programme Croatia-Serbia 2014-2020, described in the Cooperation Programme and Guidelines for Applicants. These include, but are not limited to: the priority axes and Programme specific objectives, the Programme results to be achieved by achieving project outputs, the concept of cross-border cooperation, the expectations from the partnership and the project budget structure.

1.3. Steps in Application submission process and creating an Application

The following figure presents all basic steps from creating application to submission of the application within the eMS:

Figure 4 - Steps in the application submission process

Create application → Assign users → Input data → Attach files → Check application → Submit application

The term "Application" within the eMS refers to the project proposal. To create a new project proposal, click on *Add project* on the Dashboard or on the page *Applications/My applications*. You will need to select the relevant call you wish to apply to, and click on *Apply* button (Figure 5).

Figure 5 - Calls page

The eMS will open application form, which is divided into different tabs (Figure 6).

Project proposal is actually created in the eMS database only after the Applicant has successfully saved the application form for the first time by clicking on the *Save* button.

The Applicant which created the project proposal in the eMS is considered as the Lead Applicant (LA). LA is responsible for the submission of the Application, but does not have to represent Lead Partner in the partnership.

Figure 6 - Application Form
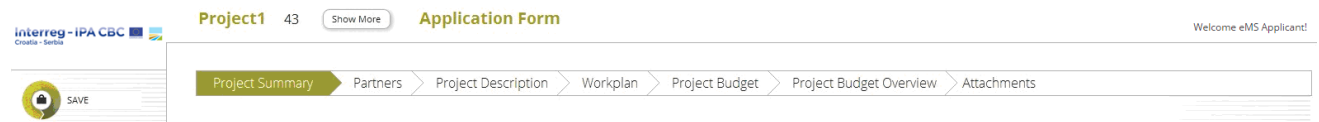
1.4. Assigning Users

When Application Form opens, a list of menu options will be shown on the left side menu. Lead Applicant will be able to grant the right to access the created application to other project partners involved in the project proposal. Clicking on *User Management* menu option opens the form where Lead Applicant can grant the right to read (button *Add For Reading*) or edit (button *Add For Modification*) the application to the other project partners. Before the Lead Applicant can do so, the other project partners need to register in the eMS and provide their user names to the Lead Applicant.

Figure 7 - Assigning users

After granting access rights to other project partners, all project partners will be able to work in parallel on the Application. However, partners have to make sure that they are not working in the same section or sub section simultaneously, as this might result in a loss of data.

1.5. Workflow

The graph below shows an overview of the data entry workflow in the application form.

Figure 8 - Application data entry workflow
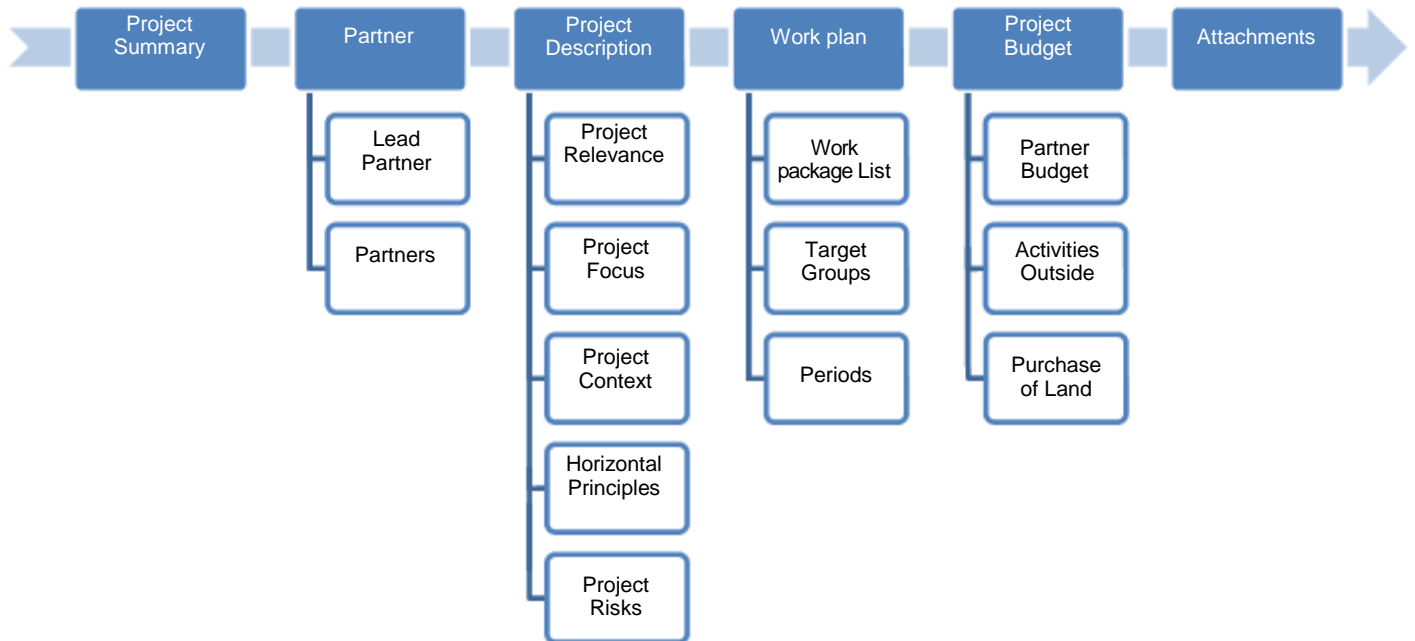
1.6. Submitting the Application

After completing the application form and attaching all necessary supporting documents, having saved application regularly, it is recommended to save it as a pdf file (menu option *Save As Pdf File* in the left side menu).

Before submission of the application, the eMS requires that automatic check of the application has been performed. Applicant can activate automatic check by clicking on left side menu option *Check Saved Project*. If any issues are found, such as missing or wrong data, Applicant will need to correct this before he or she can save and check it again. Only after all checks are passed, he or she will be able to submit his/her application by clicking left side menu option *Submit checked project*.

ATTENTION!
After the submission of the Application, the Lead Applicant will receive an automatic e-mail confirmation. Once submitted **no modifications** to the Application will be possible by the Lead Applicant or any of the partners.

1.7. Help and Technical Support and General Tips and Tricks

Help and Technical Support

For any technical difficulties or problems you might experience with the eMS, please contact the programme IT manager in charge of the eMS at ma.ems@interreg-croatia-serbia2014-2020.eu or by telephone at +385 1 6400 619 from 10:00h to 12:00h during working days.

Please note that questions related to 1st Call for Proposals may be sent in writing via e-mail no later than 10 days before the deadline for the submission of applications, indicating clearly the reference of the Call for Proposals to the following e-mail addresses: info@interreg-croatia-serbia2014-2020.eu or js@interreg-croatia-serbia2014-2020.eu.

General Tips and Tricks

ATTENTION! Always remember to **SAVE** your data!

Please read carefully the following instructions for filling-in the application form:
- The eMS does not provide any warning or request of confirmation before leaving a section of the application form or before logging out. Always remember to **save your data** before leaving a section in the application form (*Save* button on upper left corner or at the bottom of the page), otherwise data will be lost!
- When filling in longer sections, please remember to **regularly save data**, in order to avoid data

loss in case of interruptions of the Internet connection or other technical issues.

- Certain fields are **mandatory**, and in these cases the page cannot be saved unless these fields contain data. The eMS will highlight missing fields at the top of the page.

- The eMS allows you to save your work and resume a data entry session **at any time**, before finally submitting an Application or report to the Programme.

- As a general recommendation, please **do not use** the *Enter* key in the eMS forms as it may lead to unexpected results. Always use the commands provided by the eMS user interface.

- Please note that certain text fields have a **limited number of characters**. If you try to input a longer text into such a field, you may experience that the text will be cut or that you may not be able to paste the text. Also, usage of font styles other than regular (**bold, italic or bold italic, underline**) will decrease the number of available characters in the text field. Please be aware that the form itself will not be assessed, but the content of the Application Form.

2. Filling in the Application Form

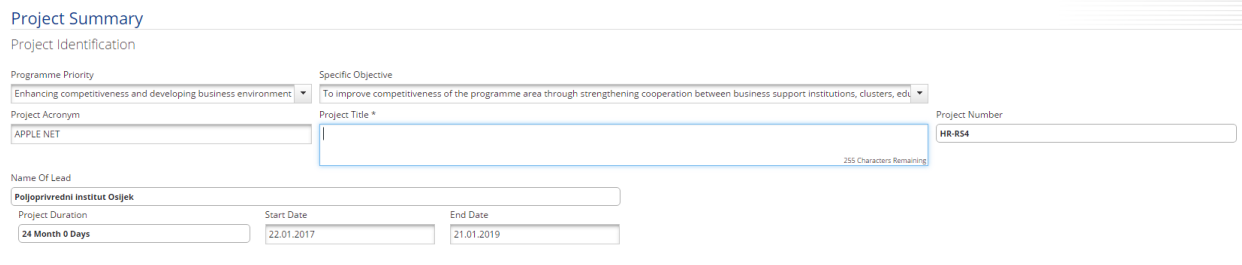### 2.1. Section Project Summary

This section contains basic information about the project described in sub-sections *Project identification*, *Project summary*, *Project budget summary*, and *Project outputs*.

The sub-section *Project identification* includes project title, acronym, number, name of the lead partner, project duration and drop-down menu for the selection of programme priority axis and specific objective.

The Project number is automatically generated once the Application was saved for the first time.
The Project title should be short, straightforward and give a clear idea of what the project is about (recommended: no more than 150 characters).

Before assigning the acronym for the Project, please check whether the acronym already exists in order to avoid duplication of names with other projects/initiatives. Pay attention to existing copyrights linked to brands, products, trademarks, etc.

Figure 9 - Project Summary

When defining the Start Date and End Date in eMS, please ensure that the project starts on the first day of the starting month and ends on the last day of the closing month.

In sub-section *Project summary*, please provide a brief description of the project. The description must contain the following information:
- what are the common cross-border problems, challenges and needs that will be jointly tackled in your project;
- what is the project's approach in addressing common challenges and/or joint assets;
- what is the main project objective and the expected change your project will make to the current situation;
- what are the project outputs;
- which are the main target groups (those individuals and/or organisations positively affected by the activities and results of the project, though not necessarily being directly involved in the project) that will benefit from the implementation of the project
- the cross-border added value of the project (how the project reduces the effects of barriers, including political, administrative, economic, socio-cultural and physical barriers).

The summary should be written in the style of a press release capturing the main features of the project.

Figure 10 - Project Summary description

Figure 11 - Project Budget Summary and Project Outputs

Project Budget Summary

Preparation Cost Is Not Paid

Total Budget	Total Budget IPA	Total Budget Investments	Total Budget Investments IPA
€ 0,00	€ 0,00	€ 0,00	€ 0,00

Project Outputs

Programme Output Indicators	Project Output Indicator Targets	Measurement Unit	Project Output Quantification Target	Project Output Number	Project Output Title
Number of cross/border cluster or networks or other collaborative schemes including entrepreneurs established or improved	0.0	Number	0,00	T1.1	

Save

2.2. Section Partner

This section consists of two sub-sections: *Partners List* and *Partnership description*.

In the sub-section Partners List all partners involved should be listed.
ATTENTION!
In order to include additional partners in the Application, please remember that you have to be in the sub-section Partner List. By clicking the button **New partner** below Partners List, you can add new partners in the partnership.

Figure 12 - Partners List

Partners List

Number ⬍	Name ⬍	Nationality ⬍	Abbreviation ⬍	Role ⬍	View Partner
1	Partner 1 Name	HRVATSKA	Abbr1	LP	🔍 View
2	Partner 2 Name	SERBIA	Abbr2	PP	🔍 View

⊕ New Partner

2.2.1. Partners List

By clicking the button *View* under each partner, the eMS opens a separate sheet for a partner. By opening the separate sheet, the Applicant is requested to fill in the following information for each partner: basic information, legal and financial information, contact person and legal representative and partner's competences, role in the project and EU/international experience.

Figure 13 - Project Partner information

In the part Legal and financial information please insert VAT number or any other identification number (e.g. registration number, Personal Identification Number (PIN), etc.) and **click** the button "*I would like to receive pre-financing if you want to receive pre-financing*".

Figure 14 - Legal and financial information

Additionally, please explain the relevance, competences and role of each partner in relation to the proposed project. If applicable, describe the partner's experience in participating in and/or managing EU projects or other projects.

In the text box *Competence*, please provide information related to specific competences of each partner involved in the project regarding the following aspects:

- Thematic competences and experiences relevant for the project - please insert description of the main fields of interest of the partner,
- Main activities being implemented ("core business") – please insert information on the partner's thematic competences and experiences relevant for the project (how the partner's specific activities are connected to the subject of the project)

- Economic activities performed in the market - If applicable, please insert description of the main economic activities carried out by the partner in its daily business, specifying which type of activities and in which market.

Figure 15 - Competences

Competences

Which are the organisation's thematic competences and experiences reevant for the project? What is the main activity of the organisation? Is the organisation normally performing economic activities on the market? If yes, please specify.

2000 Characters Remaining

Please note that information provided in this section will support the assessment of State aid relevance of each partner.

In the text box *Role in the project*, please provide information about the role of each partner participating in the project regarding the following aspects:

- Description of the role and responsibility in the project (e.g. responsible for implementation of a specific activity, investment, etc.),
- Description of the benefit which the partner will gain from participating in the project (e.g. new knowledge and data, practical experience in certain sector/area of expertise, etc.),
- Information on economic activities performed by the partner within the project or as a consequence of its implementation. This might include, for example, selling of the new products developed within the project following the knowledge acquired and/or the availability of a project output (e.g. a feasibility study).

Figure 16 - Role in the Project

Role in the Project

What is the partner's role (and responsibility) in the project? What is the expected benefit for the organisation from participating in the project? Is the organisation performing any economic activity within the project or as a result of it?

2000 Characters Remaining

In the text box *EU/international projects experience*, please provide information about the previous experience of each partner in the projects funded by the EU or other -international projects (e.g. IPA programme, Structural and ESI funds, Interreg programmes, Union Programmes (e.g. EU Research Framework Programme/HORIZON 2020, Intelligent Energy Europe, LIFE+/LIFE, Lifelong Learning Programme/Erasmus+, UNDP programmes, USAID programmes etc.)), regarding the following aspects:

- Experience (participation, role and responsibilities) in management/coordination of other EU/international projects (previous/ongoing),
- Capacity to manage cross-border cooperation project (applicable only for lead partners).

Figure 17 - EU/international projects experience

EU/International Projects Experiences

If applicable, describe the organisation's experience with EU co-financed or other international projects (both participation and their management). In case of lead partner, please describe your capacity to manage cross-border cooperation project.

2000 Characters Remaining

2.2.2. Partnership description

In the sub-section *Partnership description,* please explain the how the proposed composition of partners in the project (especially their role, responsibilities and involvement) will contribute to achieving the project results and objectives.

Figure 18 - Partnership description

Partnership Description

Please explain proposed composition of partners that will be involved in the project (closely linked to the project results and objectives).

750 Characters Remaining

Please note that you have to click the SAVE button on the left side of the eMS interface in order to save data in this sub-section.

2.3. Section Project Description

Under Project Description of the application form applicants have to provide information on how well the project contributes to the objectives of the Interreg IPA Cross-border Cooperation Programme Croatia-Serbia 2014-2020.

In particular, this section includes the description of the key characteristics and strategic elements of the project, notably information on its relevance, focus and context.

2.3.1. Project Relevance

Each project has to clearly contribute to the chosen Programme specific objective, addressing development needs and territorial challenges that are shared across the regions participating in the project. This means that the problems identified could be solved efficiently only by cross-border cooperation which leads to more efficient and, if applicable, innovative solutions.

Figure 19 - From idea to the project
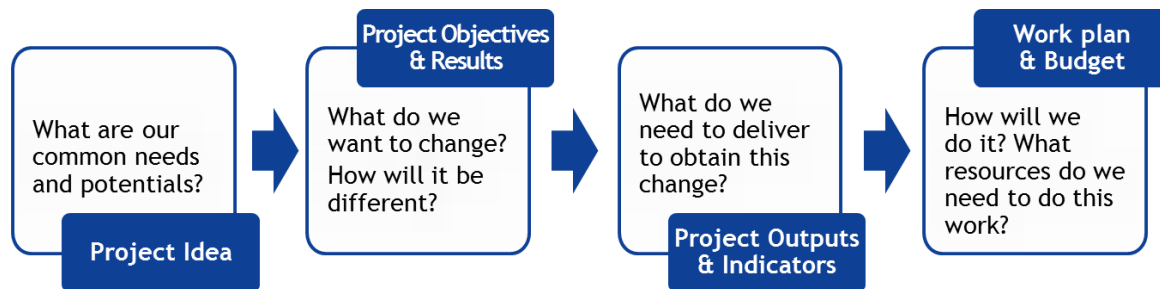
This sub-section *Project relevance* consists of four text boxes: *Territorial Challenge, Project Approach, Cross-border Cooperation and Cooperation Criteria*.

Territorial Challenge

Please describe territorial challenges that will be tackled by the project. The following information need to be provided:

- specify the initial situation, detected problems, challenges in project targeted area;
- clearly describe why the project is considered as necessary for the involved project targeted area (it is recommended to be precise and focused on the specific issues tackled by project).

Figure 20 - Territorial Challenge
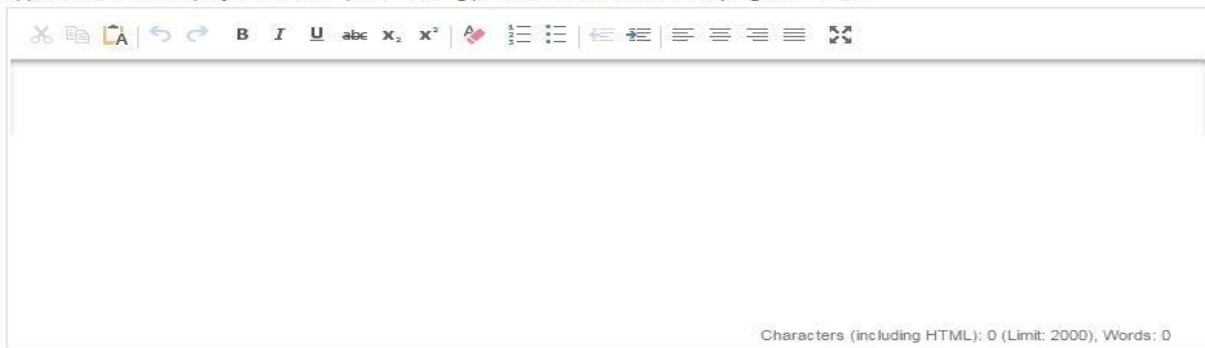
Project Approach

Please provide the following information:

- how will the project tackle the challenges and/or opportunities; applicants have to indicate the logical steps (e.g. from challenges to solutions);
- description of new solutions (approach going beyond existing practices) that will be developed during the project and/or existing solutions that will be adapted and implemented during the project lifetime.

Figure 21 - Project Approach

Cross-border Cooperation

Cross-border relevance is one of the key quality requirements for a project to be funded.
Please explain:

- why is cross-border cooperation needed to achieve the project's objectives and results, i.e. why the project objectives cannot be reached acting only on a national/regional/local level;
- what is the added value for the project partners and target groups gained through the cross-border cooperation.
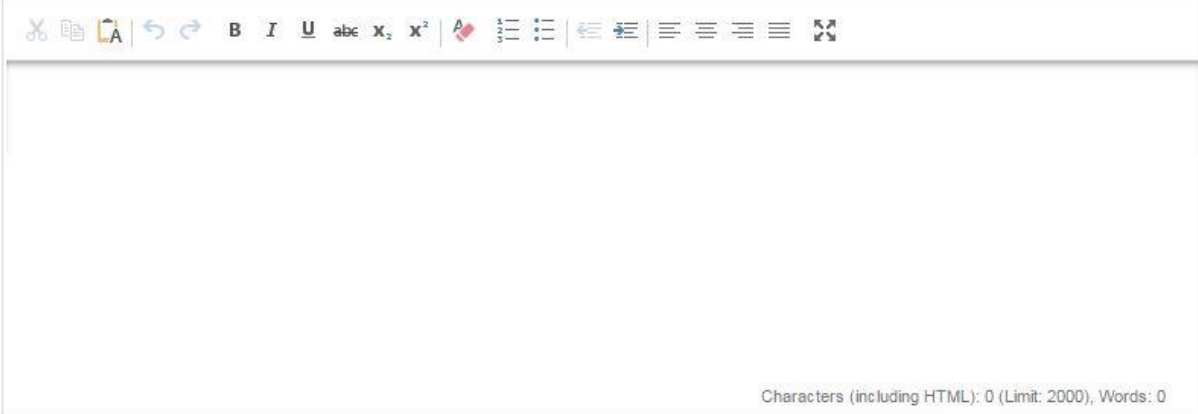
Cross-border cooperation should exceed more exchange of experiences and should enable joint cross-border development and implementation of solutions. Projects that do not address an issue of cross-border relevance or covering only issues fundable by national/regional/local level will not be supported by the Interreg IPA Cross-border Cooperation Programme Croatia-Serbia 2014-2020.

Figure 22 - Cross-border Cooperation

Cooperation Criteria

In this sub-section please select at least 3 cooperation criteria that apply to the project proposal out of which Joint Development and Joint Implementation are compulsory, as well as one of the remaining cooperation criteria, Joint Staffing or Joint Finances, and describe how the selected cooperation criteria will be implemented.

Example:

Joint development means that the project must be designed by representatives of all project partners. This means that project proposals must clearly integrate the ideas, priorities and actions of relevant stakeholders.

Joint implementation means that activities must be carried out and coordinated by all project partners. It is not recommended that the same activities run in parallel.

Joint staffing means that representatives of all project partners will be engaged as members of single project team within the same project. The project should not duplicate functions on either side of the border and project team members should work together on the project. Partners should not merely carry out activities in parallel without mutual coordination and exchange of information/tasks, etc.

Joint financing means that there will be only one contract per project and therefore, there must be one joint project budget. This budget is divided between partners according to the activities carried out. There is also only one project bank account (held by the Lead Partner) and payments are made from the Programme to this account. The Lead Partner is responsible for administration and distribution of these funds and for reporting on their use. Co-financing should come from all project partners, thus illustrating the commitment by each partner to the joint project.

Figure 23 - Cooperation Criteria

Cooperation Criteria

What is the degree of cross-border cooperation within the partnership? Please select at least 3 cooperation criteria that apply to the project, out of which Joint Development and Joint Implementation are compulsory, as well as one of the remaining cooperation criteria, Joint Staffing or Joint Finances.

Joint Development (compulsory)
☑

500 Characters Remaining

Joint Implementation (compulsory)
☐

500 Characters Remaining

Joint Staffing
☑

500 Characters Remaining

Joint Finances
☐

500 Characters Remaining

2.3.2. Project Focus

The coherence of the projects objectives, activities, outputs and results with the Programme specific objectives, outputs and results should be clearly described in this sub-section of the eMS.

The Applicant should define project intervention logic which clearly contributes to one of the Programme priority axes. Please see the figure below:

Figure 24 - Project intervention logic
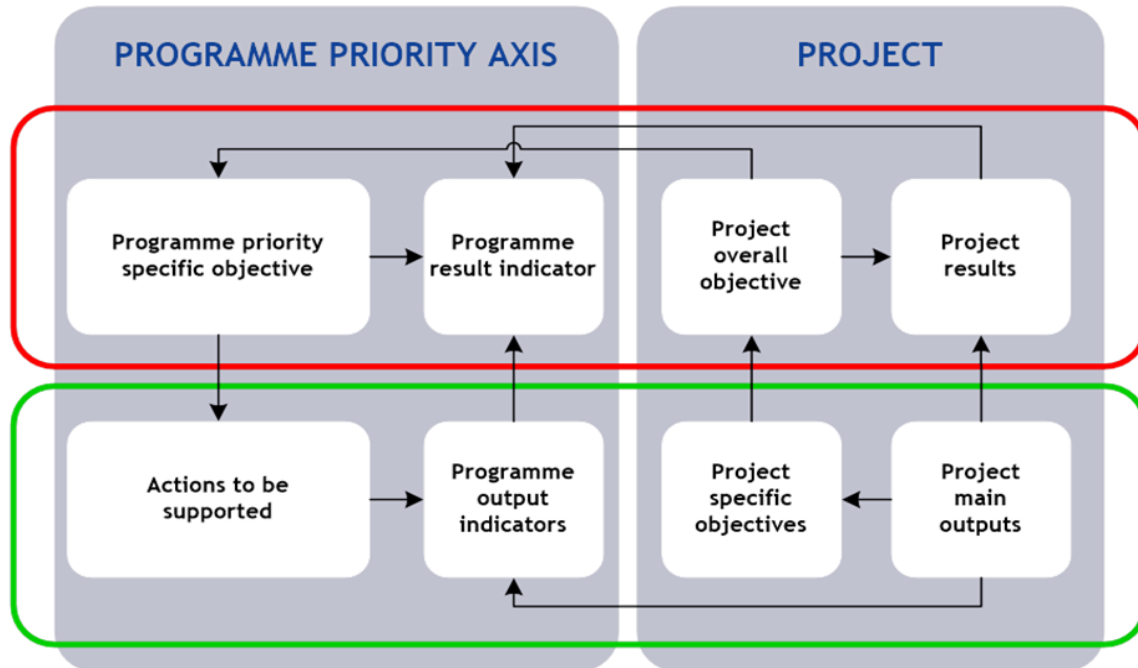
Project main (overall) objective describes the strategic and long term change that the project seeks to achieve for the benefit of the target groups. Choose a Programme priority specific objective to which the project contributes and describe how it will contribute. It is important to secure consistency between project objectives and Programme specific objective.

Project specific objectives need to show direct contribution to the project main (overall) objective. It should be possible, at least to some extent, to measure achievement of project specific objectives with project main outputs. Ideally direct link should be established.

Project results represent the immediate benefit of the implementation of the project. They occur as a direct consequence of using the project main outputs.

Project main outputs have to refer to Programme output indicator and that directly contribute to the achievement of the project result. Project outputs and Programme output indicators need to have the same measurement unit to be able to aggregate them. An aggregation of project outputs based on

Programme output indicators is essential for the achievement of output targets set on the Programme level.

Example:

Main objective ->Establish cooperation between enterprises and regional support structures in the cross-border area	Specific objective ->To establish long-term expert, development and advisory assistance to the cross-border region's wood technology industry
Project result -> Established cooperation among wood technology enterprises and regional support structures in the cross-border area	Project outputs -> 1 cross-border wood technology cluster -> 10 enterprises cooperation with research institutions

The following should be stated in the eMS:

- **Project main objective**

State a clear, concise description of the project main objective. The project's main objective represents strategic and long term change/effect that the project seeks to achieve for the benefit of the target groups. It should be feasible and realistic within project's lifetime. Its contribution to the specific objective of the relevant Programme priority axis should be precisely described.

<div align="center">

Figure 25 - Project main objective

</div>

- **Project Results**

In this part the direct link between Programme and project result should be explained.
Select from the drop-down list of pre-defined Programme Result Indicators.

Please note that you can choose only one Programme Result Indicator per priority axis!

In the second text box the main result(s), that the project envisages to achieve, should be indicated. The main result(s) represent(s) the direct change achieved by the project in the Programme area. Explain the

contribution of project's main result(s) to the Programme result indicator, possibly also indicating to what extent it will contribute to the Programme result.

Figure 26 - Programme Result Indicator and Expected Project Results

Programme Result

| Indicator | Number of overnights in the programme area | ▼ |

Expected Project Results

What are the project's main results and how do they contribute to the programme result indicator?

1500 Characters Remaining

- **Project Specific Objectives**

In the first text box please insert the title of the Project Specific Objective. ***Please note that up to five Project Specific Objectives can be inserted per Application!***

In the second text box a short explanation how specific objective is linked with the project main outputs should be stated.

The specific objectives should contribute to the project main (overall) objective. They should be concrete, realistic and achievable.

Figure 27 - Project Specific Objectives

Project Specific Objectives

Which are the specific objectives the project aims to achieve? Define max. 5 specific objectives of the project.

Project Specific Objective 1

Project Specific Objective Title

PSO1

- **Sustainability, Durability and Transferability of Project Outputs**

In this text box, the Applicant should describe how will the project ensure that project outputs and result(s) have a lasting effect beyond project implementation period and how will the project ensure that project outputs and result(s) are applicable and replicable by other organisations/regions/countries outside of the current partnership.

In the Sustainability and Durability text box explain how will the project outputs be further used (refer to the long-lasting effect of a project's achievements beyond project implementation period) and how the sustainability will be ensured once the project has been finalised.

Figure 28 - Sustainability and Durability Description

Sustainability, Durability And Transferability Of Project Outputs

Sustainability And Durability Description. Please describe how will the project outputs be further used and how the sustainability will be ensured once the project has been finalised? Please describe concrete measures (e. g. follow-up activities, financial sources, institutional framework, etc) taken during and after project implementation to ensure the durability of project outputs. If applicable, please explain who will be responsible for the ownership of the project.

1000 Characters Remaining

Examples:

- financing of follow-up activities, sources of revenue for covering all future operating and maintenance costs;
- structures that would allow the results of the project to continue to be in place after the end of the project, capacity building, agreements and local 'ownership' of project results;
- structural impact (improved legislation, consistency with existing frameworks, codes of conduct, or methods);
- what impact will the project have on the environment (if any)— have conditions been put in place to avoid negative effects on the natural resources on which the project depends and on the broader natural environment, etc.

In the **Transferability text box** please describe how the project will ensure that the project's outputs are applicable and replicable by other organisations/regions/areas/countries outside the current partnership (i.e. to other contexts or settings). Please describe to what extent it will be possible to transfer the outputs to other organisations/regions/areas/countries outside the current partnership.

Figure 29 - Transferability Description

Transferability Description. Please describe how will the project ensure that the project's outputs are applicable and replicable by other organisations/regions/areas/countries outside the current partnership? Please describe to what extent it will be possible to transfer the outputs to other organisations/regions/areas/countries outside the current partnership?

1000 Characters Remaining

Save
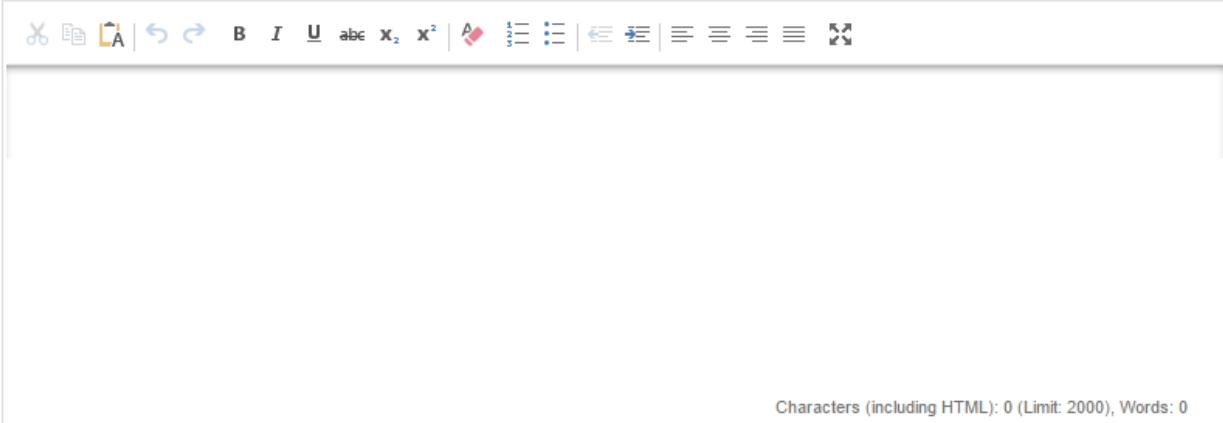
2.3.3. Project context

The sub-section *Project context* concerns the project's contribution and coherence with relevant strategies and policies and it consists of the following text boxes: EU/International Strategies and Policies Contribution, Macro-regional Strategies Contribution and National/Regional/Local Strategies and Policies Contribution.

EU/International Strategies and Policies Contribution

Figure 30 - EU/International Strategies and Policies Contribution

In the text box *EU/International Strategies and Policies Contribution*, please describe in what way the project contributes to the existing relevant strategies and policies at EU/international level, such as Europe 2020 Strategy, South East Europe 2020 Strategy, European Territorial Agenda, Health Strategy "Together for health", Strategy for Sustainable Development, Thematic Strategy on Air Pollution, Biodiversity strategy for 2020, Disaster Preparedness and Prevention Initiative for South Eastern Europe, e-Government Action Plan, i2010 initiative, etc.

Project's contribution to EU/International Strategies and Policies should be particularly described in relation to strategies and policies relevant for the thematic scope of the project and for each of the regions participating in the project.

Macro-regional Strategies Contribution

Macroregional Strategies Contribution

Please indicate if the project contributes to the following macro-regional strategies, and if so, describe in what way.

	EU Strategy for the Danube Region	

1500 Characters Remaining

	EU Strategy for the Adriatic and Ionian Region	

1500 Characters Remaining

In the text box *Macro-regional Strategies Contribution*, please indicate if the project contributes to one or both of macro-regional strategies relevant for the Programme:

- EU Strategy for the Adriatic and Ionian Region
- EU Strategy for the Danube Region.

Furthermore, if the project does contribute to the relevant macro-regional strategy, please specify how the project is linked to the respective macro-regional strategy and describe in what way the project contributes to the implementation of the respective strategy and its specific objectives. For further assistance, please see Annex 10 to the Cooperation Programme, where Programme's coherence with macro-regional strategies is analysed.

National/Regional/Local Strategies and Policies Contribution

National/Regional/Local Strategies and Policies Contribution

Please describe the project's contribution to relevant strategies and policies at national/regional/local level; in particular, those concerning the thematic scope of the project and the participating regions.

Characters (including HTML): 0 (Limit: 2000), Words: 0

In the text box *National/Regional/Local Strategies and Policies Contribution*, please describe in what way the project contributes to the existing relevant strategies and policies at national/regional/local level, such as:

- in Croatia: National Health Care Development Strategy 2012-2020, Strategy of Energy Development 2009–2020, Croatian National Action Plan for Renewable Sources of Energy for 2020, National Energy Efficiency Programme 2008–2016, Energy Strategy of Republic of Croatia, Croatian Tourism Development Strategy until 2020, Strategy for Development of Entrepreneurship in Croatia 2013 – 2020 and other relevant strategies(plus other strategies related to the particular Priority axis of the Programme).
- in Serbia: National Public Health Strategy, National Mental Health Strategy, Strategy for Prevention and Control of Chronic Non-communicable Diseases (CND), Strategy for Palliative Care, Strategy for Continuous Improvement of Health Care Quality and Patient Safety, Energy sector Development Strategy of the Republic of Serbia up to 2025, Strategy for Management of Mineral Resources 2011-2030, Second National Energy Efficiency Action Plan (NEEAP 2013-2015), National Renewable Energy Action Plan of Republic of Serbia 2009-2020, National Waste Management Strategy (2010-2019), Strategy on Biodiversity of Republic of Serbia for the period 2011-2018, National Sustainable Development Strategy, Tourism Development Strategy, Strategy for Development of e-Government, Strategy for Development of Information Society and other relevant strategies.

Project's contribution to National/Regional/Local Strategies and Policies Contribution should be particularly described in relation to strategies and policies relevant for the thematic scope of the project and for each of the regions participating in the project.

2.3.4. Horizontal principles

Figure 33 - Horizontal principles

Page 26

A horizontal principle is a principle that must be integrated throughout the programme; therefore, every project approved by the Programme must contribute to the relevant horizontal principles.

In this section, please specify which possible effects (positive, neutral or negative) the project will have on the respective horizontal principles. Determining effects is a form of self-assessment based on the questions relevant for each of the principles.

When the type of expected effect is determined, please provide an explanation and describe in what way the project affects respective principle. Please also identify active measures to contribute to the principles. These measures concern project activities as well as the management of the partnership.

In case the project could have negative effects concerning the respective principles, adequate mitigation measures have to be described in order to avoid occurrence of such negative effects.

> *For example, if a project plans flood prevention infrastructure, special attention should be paid to the protection of existing habitat conditions in that area.*

Sustainable development (environment)

It this text box, please describe the contribution to sustainable development and explain how the sustainability principle is included within the project and planned activities. Please also describe the environment effects the project is likely to have considering the following aspects: greenhouse gas emissions, climate and climate change, water, air, soil, biodiversity, fauna and flora, cultural and archaeological heritage and landscape, population and human health.

Active measures contributing to this horizontal principle could be: planning interventions in flood-safe areas and preserving environmental values, using available solutions to reduce the carbon footprint associated to meetings, travel and accommodation, developing green events (reducing the consumption of material, opting for recyclable products, favour short supply chain, etc.), etc.

Equal opportunity and non-discrimination

In this text box, please describe how the project will contribute to the principle of equal opportunities and prevent discrimination of any kind (gender, racial or ethnic origin, religion or belief, disability, age or sexual orientation) during the development and implementation phases of the project.

All projects submitted under any priority axis are encouraged to incorporate measures for promoting equal opportunities and preventing any discrimination, taking into account the particular needs of the various target groups at risk of any kind of discrimination.

Active measures contributing to this horizontal principle could be: ensuring accessibility for persons with disabilities, promoting the inclusion of minorities, using neutral language in the project communication, etc.

Equality between men and women

In this text box, please describe how the project will contribute to the principle of equality between men and women and prevent discrimination of any kind during the preparation, design and implementation of the project.

Active measures contributing to this horizontal principle could be: integrating equal participation of women and men, promoting gender mainstreaming[1], etc.

2.3.5. Project Risks

The sub-section *Project Risks* contains information about potential risks/threats/problems relevant for the project accompanied by corresponding risk mitigation measures/solutions.

If the project involves investment, please note that it is obligatory to identify risks related to the envisaged investment.

Risks are internal or external events that may occur during project implementation and could threaten the achievement of project objectives and project as a whole.

Please provide the description of each potential risk relevant for your project or threats/problems that can potentially become risks during project implementation. To identify risks you can look at possible sources of risk or at the threats/problems that can become risks. Sources include the team members, stakeholders, sub-contractors, target groups, etc.

> *For example, a risk could be withdrawal of a partner or a key change in policy that goes against what the project is trying to achieve. On the other hand, problems could be, for example, a change in the political environment or the loss of money through de-commitment.*

Once a potential risk has been identified, add its title and qualify it according to its impact (from low to high) on the project and its probability of occurring (from not likely to very likely). Please also insert the start and end date of each risk (this may be closely linked to the project implementation period or work package/activity implementation period).

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[1] Gender mainstreaming is usually defined as a process of assessing the implications for women and men of any planned action in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies, programmes and projects in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated.

Figure 34 - Project Risks

Please also describe the solutions to avoid threats/problems and/or measures to reduce or mitigate the impact of the risk identified. For example, if the problem is potential loss of staff member, the solution would be ensuring that the knowledge and ideas are communicated to other people in the organization so the project can continue without that staff member.

Please note that by clicking the SAVE button on the left side of the eMS interface e data in this sub-section will be saved.

Finally, you can click the button *Add risk* to add a new risk or click the button *Delete risk* to remove the risk you added.

Please note that maximum 5 risks can to be identified within the project.

TIP!
We propose to identify relevant risks through the risk analysis at one of the partner meetings during the project development stage taking into account that involvement of all partners in this process raises partners' awareness about possible risks and helps them to identify as many relevant risks as possible (especially with reference to different countries, legislation, sectors, and types of organizations involved).
Basic risk management is important for every project, but the level of details needed varies depending on the size of the project and the number of risks and possible impacts on the achievement of the project objectives.

2.4. Section Workplan

Section *Workplan* consists of the following sub-sections: *Work package List, Target Groups* and *Periods*.

The project work plan describes the activities which will be performed by the project in order to deliver the outputs necessary for achieving the project specific objectives.

The sub-section Work package List is composed of **five work packages** which are predefined in the eMS among which **three of them are mandatory** (*management, implementation and communication work packages*) are to be filled in by the Applicant. In these work packages all activities referring to project management, implementation and communication have to be listed.

Other two work packages (*preparation and investment*) are to be filled in by the Applicant, if applicable.

At the beginning of the sub-section Work package List, a **work package overview list** is displayed which is automatically filled-in according to information included in the subsequent work packages description. In the application form also the overall project time line in a Gantt chart is displayed. The chart is automatically generated on the basis of information inserted in the work plan and it visualises the timing of all work packages and project outputs, activities and deliverables.

In general, a work package is characterised by the following:
- Work package objective,
- Clear roles and responsibilities of project partners,
- Composed by a number of activities,
- Must produce at least one project output (where applicable),
- Defined by a start and end date,
- Logical linkage with other work packages.

Project glossary

Term	Definition
Project work package	A group of related project activities required to produce project main outputs.
Project activity	Specific task performed for which resources are used. Each work package (except for WP preparation) consists of activities. Activities have to lead to the development of one or more project outputs.
Project outputs	The outcome of the activities funded, telling us what has actually been produced for the money given to the project. It should be captured by a Programme output indicator, and directly contribute to the achievement of the project result.
Project deliverables	A side-product or service of the project activity that contributes to the development of a project's outputs.
Target groups	The target groups are those individuals and/or organisations positively affected by the activities and results of an operation, though not necessarily being directly involved in the operation.
Beneficiaries	Project partners directly benefitting from Programme funds and implementing activities within the operation.

2.4.1. Workpackage List

2.4.1.1. WP Preparation P

Please note that Work package Preparation is not mandatory to be filled in. In case project envisages preparatory costs to be incurred, please note that only Lead Applicant (a partner that is envisaged to sign the Subsidy Contract with the Managing Authority) is entitled to apply for them within Application Form.

Project preparation	WP start date	WP end date
	MM.YYYY Insert indicative start date of preparation activities	MM.YYYY Insert indicative end date of preparation activities
Partners' involvement		
	Select Partners involved in preparatory activities	
Summary		

1. Please provide description of the activities implemented in **project preparation phase** which can be clearly linked to the planned (lump sum) expenditures, if applicable. A short justification of planned activities should be provided.

   Note that only Lead Applicant on behalf of the project partnership is entitled to request preparatory costs in the form of a lump sum in the total amount of **up to EUR 3.000** per project. The Applicants should estimate the total amount of preparatory costs based on the planned activities to be done during the preparation phase of the project. Preparatory costs may include costs of meetings between beneficiaries, related staff costs, travel costs, external experts costs for preparation of the documentation, studies, translation of documents, consultations and any other cost related to the preparation of the project activities carried out before the signing the Subsidy Contract/Partnership Agreement.

2. Please provide description of the activities implemented in **project closure phase** which can be clearly linked to the planned (lump sum) expenditures. A short justification of planned activities should be provided.

   Note that only Lead Applicant on behalf of the project partnership is entitled to request closure costs in the form of a lump sum in the total amount of **up to EUR 2.000** per project. The Applicants should estimate the total amount of closure costs based on the planned activities to be done during the closure phase of the project.

   Closure costs refer to activities of the preparation and submission of the final progress report. This amount aims to compensate the work related to the project closure after the end date of the project implementation period.

Figure 35 - WP Preparation

Figure 35 - WP Preparation

2.4.1.2. WP Management M

The Work package Management is mandatory to be filled in by the Applicant. It includes project management and coordination activities. Please note that only one Management WP per project is envisaged.

Project Management	WP start date	WP end date	WP Budget
	Automatically filled in from the Project Summary section	Automatically filled in from the Project Summary section	Automatically filled in from the Project Budget section
Partner			
Partners involvement	Select Partners involved		
Summary			
Please provide summary description for project management and coordination activities of the proposed Project. Examples of management activities: - *Start-up activities (signature of the partnership agreement, kick off meeting, setting up of management structures, etc.);* - *Day to day project management, coordination (tools and procedures, including coordination meetings, monitoring of progress of activities and preparation of reports, quality management) and internal communication;* - *Monitoring of the project implementation (structure and procedures, meeting of the decision making bodies / steering committee / advisory board, appraisal of project progress and management such as evaluation and reviews);* - *Financial management (incl. monitoring of incurred expenditure, transfer of funds and cash flow management), preparation of necessary documentation in view of the validation of expenditure and of controls/audits.*			

Figure 36 - WP Management

Management M

Wp Details			
Project Management		**Wp Start** lis.2016	**Wp End** ruj.2018

Partner

Partners Involvement

	Name ⬍	Role ⬍	Abbreviation ⬍
☑	Turistička zajednica Vukovar	LP	TZV
☐	Turistička zajednica Novi Sad	PP	TZNS
☐		PP	

Summary

Please provide description for project management and coordination activities of the proposed project (e.g. project management (the organisational structure and the team proposed for the implementation), coordination, joint meetings and monitoring of the project implementation, financial management).

2000 Characters Remaining

	Title	Start Month	End Month
Activity A.M.1	Insert title of Activity Typical activities for this work package are: - setting up of management structures - kick-off meeting - project monitoring - coordination and communication within the partnership - project closure	MM.YYYY e.g. 12.2016	MM.YYYY e.g. 06.2018
	Activity description		
	Please describe each activity and clearly describe role of each member of project management team (functions, description of work with reference to the expenditure category of the project budget). In addition to the description of the activity, please insert more details on the foreseen budget in terms of planned costs and expenditures envisaged for the activity.		
	Deliverable D.M.1.1		
	Title	**Deliverable description**	**Target value**

	Please insert the title of the deliverable. Please note that each activity should include one or more deliverables (tangible, measurable and specific) that contribute to the achievement of project outputs. Please limit deliverables to the most important ones. Deliverables should be planned for the corresponding activity whenever relevant. The envisaged deliverables will have to be reported in the progress reports. Examples: *minutes of meetings, progress reports and other mandatory documents for the programme, evaluation, internal control reports or specific management tools, etc.*	Please insert the short description of the deliverable.	Please quantify the deliverables.

Figure 37 - Activities and Deliverables

Deliverable D.M.1.1   ⊖ Remove

Title   Target Value

| D | | 0,00 |

Each activity should include one or more deliverables (tangible, measurable and specific) that
contribute to the achievement of project outputs.

255 Characters Remaining

2.4.1.3. WP Implementation

The Work package Implementation is **mandatory** to be filled in by the Applicant. This work package
represents the activities that will be the core of the project (content-related activities) and which
outputs will be delivered in order to achieve the project results and objectives.

This work package shall be broken down into activities that include large number of tasks envisaged to
be implemented within the project. Applicants must define which tasks are similar by their purpose and
aim (in relation to the project results and objectives). **Similar tasks should be grouped together and
such group shall represent one activity**. Accordingly, WP Implementation shall include one or more
activities and each activity shall be consisted of one or more tasks.

Example of grouping similar tasks under related activities:

WP Implementation	
Joint development, branding and promotion of cycle-tourism	
Activity 1	**Tasks**
Drawing up of Study Analysis of the Current State on the cycle tourism route in the project area	-> Tendering procedure for preparation of the Study -> Drawing up the Study Analysis -> Printing the Study Analysis -> Presentation and promotion to the general public ->etc.
Activity 2	**Tasks**
Organisation and implementation of workshops for tourism stakeholders	-> Subcontracting trainers -> Preparation and implementation on workshops -> Preparation of materials for participants -> Subcontracting catering service ->etc.
Activity 3.....etc.	

Project Implementation	WP start date	WP end date	WP Budget
	Automatically filled in from the Project Summary section	Automatically filled in from the Project Summary section	Automatically filled in from the Project Budget section and corresponding with indicative budgets of all activities included
Partner			
Partners involvement	Select Partners involved		
Summary			
Insert short overview of activities planned under this work package and outputs, clear roles and responsibilities of project partners.			

Figure 38 - WP Details

Project Outputs

Project outputs represent outcomes obtained following the implementation of project activities. A project output is one that can be captured by a Programme output indicator and that directly contributes to the achievement of the project result. Therefore, **project output and Programme output indicator need to have the same measurement unit to be able to aggregate them**.

Each activity within this work package must foresee at least one project output. Therefore, **at least one project output should be envisaged under this work package** (not every work package results in project outputs. Applicants do not need to define outputs for Work packages Preparation and Management).

For each project output a brief description, its quantification and planned delivery date have to be provided.

	Title	Description	Programme Output Indicator
Work package Project Outputs	Insert title of Project Output	Project outputs represent outcomes obtained following the implementation of project activities. Each output should be captured by a Programme output indicator and should directly contribute to the achievement of the project result. Each activity within this work package must foresee at least one project output. Describe your project main output and its contribution to project results and specific objectives.	Select from the drop-down menu a Programme output indicator to which the project output will contribute.
		Month	**Quantity**
		MM.YYYY	Insert number of units

Figure 39 - WP Project Outputs and Programme Output Indicator

Workpackage Project Outputs

Project outputs represent outcomes obtained following the implementation of project activities. Each output should be captured by a programme output indicator and should least one project output.

Project Output O.T1.1

Title

Description

500 Characters Remaining

⊖ Remove Project Output

Programme Output Indicator

Number of joint tourism products developed and promoted

Month

September   2018

Quantity

0,00 Number
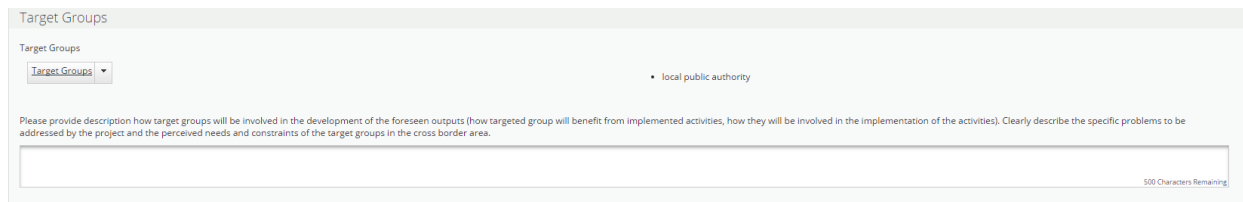
⊕ Add Output Indicator

Target Groups

Target groups are the groups/entities/individuals and/or organisations positively affected by the activities and results of an operation, though not necessarily being directly involved in the operation. In this context, the target groups for the project outputs have to be chosen from a list of pre-defined target groups. It should be also described how those target groups and other stakeholders will be involved in the development of the foreseen outputs.

Target Groups	Target Group Involvement
Select from the drop-down list of pre-defined target groups	Provide a description of each of the target groups and beneficiaries on both sides of the border (quantified where possible). Describe how the target group will benefit from implemented activities and identify the needs and constraints of each of the target groups and beneficiaries on both sides of the border.

Figure 40 - Target Groups

Activity

Applicant should define activities (representing specific task) to be performed and related resources envisaged to be used.

	Title	Start Month	End Month
Activity	Insert title of Activity	MM.YYYY e.g. 12.2016	MM.YYYY e.g. 06.2018
	Indicative Budget		
	Insert indicative amount of the foreseen budget for expenditures necessary for this activity to be implemented. Insert amount as foreseen in the Project Budget.		
	Activity description		
	Please describe planned activities and clearly describe role of each member of project management team (functions, description of work with reference to the expenditure category of the project budget). In addition to the description of the activity, please insert more details on the foreseen budget in terms of planned costs and expenditures envisaged for the activity.		

Deliverable		
Title	**Deliverable description**	**Target value**
Please insert the title of the deliverable.

Please note that each activity should include one or more deliverables (tangible, measurable and specific) that contribute to the achievement of project outputs.

Please limit deliverables to the most important ones. Deliverables should be planned for the corresponding activity whenever relevant. The envisaged deliverables will have to be reported in the progress reports. | Please insert short description of the deliverable. | Please quantify the deliverables. |

Figure 41 - Activities and Deliverables

2.4.1.4. WP Investment I1

Work package Investment is to be filled in by the applicants only if the project foresees investment(s).

Please note that this Work package is related only to the infrastructure and works planned within the project (e.g. setting up a new building or adapting existing infrastructure).

Investments have to comply with the following requirements:

- Clear cross-border effect and added value;
- Clear contribution to project objectives and expected results;
- Clear benefit for target groups;
- Mutual learning of the whole partnership and transfer of experience to other stakeholders and regions, the cross-border transfer of results should form part of the project;
- Durability of investment (e.g. maintenance, financing) to be ensured after project end;
- Ownership of investment, to be retained with the project partner and/or relevant target group which will be in charge of the concerned investment after project closure. However, bear in mind that the project partner is responsible for durability).
- Where applicable, it should be demonstrated that necessary authorisations by competent national/regional/local authorities (building permission) are already available or can be timely obtained therefore not hampering the realisation of the investment and therefore the overall project implementation;
- Compliance with environmental policies and legislation.

Project Investment I1	WP start date	WP end date
	Automatically inserted from activities	Automatically inserted from activities
Partner		
Partners involvement	Select Partners involved	

Summary

Please provide short description of the investment activities included in this work package to be undertaken to achieve objectives and results of the project. Please note that this work package is related only to the infrastructure investments planned within the project.

Justification

Please describe:
- the challenges or problems that will be tackled/solved by the investment
- relevance of the investment, including cross-border impact
- who is benefitting from the investment and in what way
- the ownership and durability of the investment
- how it can be replicated or transferred to organisations/regions/countries outside of the current partnership

Location Of Investment

Please describe in detail location of the Investment planned to be conducted (e.g. country, county, district, city, and municipality).

If investments will be conducted in more than one location, please provide specific details of each location of Investment, separately.

Investment Documentation

If applicable please specify the technical requirements and authorisations (e.g. feasibility study, building permits) necessary for realization of the investment according to the respective national legislation. Please indicate if they will be available by the envisaged contracting period.

Ownership

Who owns the site where the investment is located? Who will retain ownership of the investment after the end of project implementation?
How will the investment be further used after the end of project implementation? Who will be responsible for the maintenance of the investment?
Please describe concrete measures (e. g. follow-up activities, financial sources, institutional framework, etc.) taken during and after project implementation to ensure the durability of investments.

Figure 42 - WP Investment

Workpackage Project Outputs	Title	Description	Programme Output Indicator
	Insert title of Project Output	Project Outputs represent outcomes obtained following the implementation of project activities. Each output should be captured by a Programme output indicator and should directly contribute to the achievement of the project result. Each activity within this work package must foresee at least one project output. Describe your project main output and its contribution to project results and specific objectives.	Select from the drop-down menu a Programme output indicator to which the project output will contribute.
		Month	**Quantity**
		MM.YYYY e.g. 12.2016	Insert number of units e.g. 10

Target Groups	
Target Groups	Select from the drop-down
Target Groups Involvement	How will you involve the target groups (and other stakeholders) in the development of the project main outputs? Clearly describe the specific problems to be addressed by the project and the perceived needs and constraints of the target groups in the cross border area.

	Title	**Indicative Budget**	**Start Month**	**End Month**
Activity A.M.1	Insert title of Activity	Insert Indicative Budget	**MM.YYYY** **e.g. 12.2016**	**MM.YYYY** **e.g. 06.2018**
	Activity description			
	Please describe in detail activity (group of similar tasks) to be undertaken and specify the location, expected outputs, related expenditures (with reference to the expenditure category of the project budget) and roles of each project partner included in implementation of activity. In addition to the description of the activity, please insert more details on the foreseen budget in terms of planned costs and expenditures envisaged for the			

activity.		
Deliverable D.M.1.1		
Title	**Deliverable description**	**Target value**
Please insert the title of the deliverable. Please note that each activity should include one or more deliverables (tangible, measurable and specific) that contribute to the achievement of project outputs. Please limit deliverables to the most important ones. Deliverables should be planned for the corresponding activity whenever relevant. The envisaged deliverables will have to be reported in the progress reports.	Please insert the short description of the deliverable.	Please quantify the deliverables.

2.4.1.5. WP Communication

Introduction to WP Communication

In the programming period 2014-2020, the European Commission is placing more emphasis on communication results. In that way, the Commission hopes to achieve a greater awareness among citizens about the results achieved with European Union assistance, attract more potential project partners and increase transparency.

In this Programme, communication has strategic importance in reaching programme results and goals, therefore, communication will play crucial role in implementation of projects. Communication can help raise awareness and knowledge on project activities and results – and ultimately improve attitudes towards working with the project and capitalising on the results of a project.

For that reason, communication objectives, audiences, approaches and activities need to be planned already in the project development phase, especially because the communication objectives are intrinsically linked to project specific objectives.

In the project development phase, the projects are required to analyse how the communication can help reaching project specific objectives. When doing so, please bear in mind that communication often goes beyond mere publicity and dissemination.

Therefore, as communication is considered as a horizontal project task which is not limited to one project partner but to entire partnership, it is recommended that all partners are included in the development of communication activities as well as in the implementation of those activities.

When developing project communication, there are some basic questions projects need to analyse:

- **Objectives**: What can communication do in order to help reaching a specific project objective? Will it help to raise the awareness and/or to increase the knowledge of a targeted audience about project activities? Or do projects have to attempt to change the attitude and/or behaviour of specific influential audiences or target groups that already know much about the project?

- **Approaches/tactics**: How is the project going to reach a communication objective? By informing people for example through storytelling (passing on information and messages) in order to increase their awareness? By training people and/or by providing them with reliable facts to increase their knowledge? Or by ensuring transparent and open dialogue to change their attitude and behaviour? There are many different ways.

- **Activities**: What is the project exactly going to do in view of a chosen approach/tactic? Use social media to tell stories or rather publish fact sheets, infographics or other print products? Organise a public open day or a focused training seminar? Visit city administrations in a road show and make them familiar with policy papers and/or handbooks? As with the approaches, there is no limit to suitable activities.

The Work package Communication consists of the following sub-sections: Partner, Summary, Objectives and Activities.

Partner and Summary:

Communication	WP start date	WP end date	
	Automatically filled in from the Project Summary	Automatically filled in from the Project Summary	
Partner			
Partners involvement	Select partners involved in the implementation of the Work-package		
Summary			

Objectives

The sub-section Objectives consists of the following text boxes: Project Objectives, Communication Objectives and Communication approach/tactics planned to be used.

Objectives		
Project Objectives	**Communication Objectives**	**Communication approach/tactics planned to be used**
Project specific objectives are automatically filled in from the Project Summary	From the drop-down menu, please choose up to 2 communication objectives per each project specific objective. The Programme has pre-defined the following Communication objectives*: • Raise awareness • Increase knowledge • Influence attitude • Change behaviour *Please see further instructions for the choice of communication objectives below this table*	Which communication approach/tactics do you plan use in order to achieve communication objectives and reach your target groups and targeted audiences? Please aim to identify the best ways how to get messages across to them. Does the project want to cooperate closely with the audiences and target groups or build up public pressure in order change attitudes or behaviour? Should the audience hear or rather feel the project messages?

In order to choose proper communication objectives for each project specific objective, please analyse the following:
- Identify project's key audiences and target groups per each project specific objective
- What kind of change the project wants to achieve in these audiences: does it want to raise awareness (the state or condition of being aware of a subject), increase knowledge (the theoretical or practical understanding of a subject), influence attitude (the way to respond, positively or negatively, towards a certain subject) and/or change behaviour (the way to act) towards project specific objective?

Activities

Activities and tools come at the very end of the planning communication process. Please analyse which communication tools or activities do you plan use in order to implement defined approach/tactics best? The project should think creatively about specific kinds of events, digital measures or any other communication activity that helps projects to implement the approach you defined.

		Title	Start Month	End Month
Activity A.C.1		In order to facilitate the choice of communication activities for the projects, the programme has predefined groups of basic activities to be chosen by the projects and from which the project can design their own specific communication activities. From the drop-down menu, please select the activity: • Start-up activities • Publications • Public events • Targeted events • Digital activities including social media • Promotional materials	**MM.YYYY** **e.g. 12.2016**	**MM.YYYY** **e.g. 06.2018**
		Indicative budget		
		For each activity, please insert the indicative budget.		
		Activity description		
		Please describe planned communication activities in a detailed way. For further help, please see the description of specific activities within groups of basic communication activities: • <u>Start-up activities</u> include the preparation of a communication plan at the project kick-off phase. As regards basic communication tools including the project website (if applicable) as well as office materials (event materials, etc.), they will have to be implemented according to Visibility guidelines (a binding project design manual provided by the Programme). The development of individual project corporate identities will not be necessary (see section "programme and project Interreg harmonized branding" below). In case the projects will choose to implement project website, content maintenance (i.e. regular updates) of the project website has to be ensured. • <u>Publications</u> include any kind of print and digital product, such as leaflets, brochures, books and studies, which carry information about the project and its outputs. • <u>Public events</u> include any kind of conference, campaign, road show or other larger		

scale event activity, which communicate the project and its outputs to wider audiences/the public.

- Targeted events include any kind of seminars, workshops, meetings, or other smaller scale event activity which communicate the project (or even part of it) and relevant outputs to beneficiaries/target groups/targeted audiences.
- Digital activities including social media include any kind of social media and multimedia activity (e.g. videos, animations, posts on programme social media, newsletters, etc.)
- Promotional materials should be limited to mainly office and event materials. Please note that promotional materials should be clearly linked to awareness-raising of the project main objective.

In addition to the description of the activity, please insert more details on the foreseen budget in terms of planned costs and expenditures envisaged for the activity

Also, please indicate to which Programme communication output indicator/s each communication activity will contribute to.

Further explanation concerning programme communication indicators is given in the section "Programme communication output indicators" below.

Deliverable D.C.1.1

Title	Deliverable description	Target value
Please insert the title of the deliverable. Note that each activity should include one or more deliverables (tangible, measurable and specific) that contribute to the achievement of project outputs. Please limit deliverables to the most important ones. The envisaged deliverables will have to be reported in the progress reports. For example, the activity "Publications" could be broken down into "Studies", "Leaflets", "Infographics" or other suitable deliverables.	Please insert the short description of the deliverable. Please indicate also to which communication objective a deliverable will contribute.	Please quantify the deliverables.

Programme communication output indicators

In line with Programme Communication Strategy, the Programme and the projects need to monitor and report on Communication output indicators. The communication output objectives relevant for the projects are the following:

- Number of trainings conducted
- Satisfaction of the beneficiaries indicated within feedback data collected at events/trainings/meetings above 4 (scoring system 1-5)

For more information on Programme Communication Strategy, please consult the document at programme website: http://www.interreg-croatia-serbia2014-2020.eu/useful-documents/programme-documents/.

Programme and project Interreg harmonized branding

Interreg IPA Cross-border Cooperation programme Croatia – Serbia 2014-2020 has joined the harmonised Interreg branding initiative where many cooperation programmes decided to cooperate in increasing awareness of European Territorial Cooperation (Interreg) as a valuable objective of EU Cohesion policy.

In that respect, the term "Interreg" is re-introduced to represent harmonised branding for European Territorial Cooperation in the programming period 2014-2020.

As a consequence, all project logos have to be aligned with the Programme logo. Detailed instructions will be given to project beneficiaries at the start of implementation phase, as well as in written guidance document Visibility guidelines.

The harmonised Interreg branding will offer projects direct benefits in terms of visibility, thus contributing to an increased recognisability within the general public and helping projects to attract relevant stakeholders and to achieve project objectives in a more cost-efficient, effective and visible way.

2.4.2. Target Groups

Under sub-section Target Groups a list of all the target groups which have been selected within the Implementation and Investment Work packages is automatically displayed by the system. Those target groups which will be positively affected by the project should be further specified at the level of the entire project, including also an estimation of the target value envisaged to be achieved by the end of implementation period at the level of each target group.

Target Groups

Target Groups	Description	Target Value
higher education and research	255 Characters Remaining	0
enterprise, excluding SME	255 Characters Remaining	0
business support organisation	255 Characters Remaining	0

Save

2.4.3. Periods

Under sub-section Periods the eMS will automatically generate the project reporting periods according to the project start and end date as entered in section Project Summary.

Please note that no data have to be entered in this section.

2.5. Section Project Budget

In order to fill in the section Project Budget correctly, we advise Applicants to be fully familiar with the document Programme eligibility rules of expenditures available at Programme website: http://www.interreg-croatia-serbia2014-2020.eu/useful-documents/programme-documents/

The budget of each partner is broken down: **per expenditure category, work package and reporting period.**

In order to fill-in the Project budget section applicants first have to fill-in the following sections of the application form:

- Section Project partners (minimum partner organisation data should be entered);
- Section Workplan (minimum work packages and project start and end date should be defined).

2.5.1. Partner Budget

To fill in the budget of the partner click on the "Define Budget" button in the sub-section Partner budget, and select the partner for which you want to enter the budget (see picture below):

Following steps need to be taken when entering budget in sub section Project Budget:

Step 1:

At first, you have to choose the Budget flat rates (click the box marked in the picture below).

The following information will appear:

By enabling Staff and Office and administrative flat rates, two options will appear: flat rate Staff and flat rate Office.

In case the partner decides to use flat rate option for staff costs, please click on the Flat rate Staff button. The flat rate for staff costs is set by the system at maximum 20% of direct costs other than staff costs. In case partner decided to use lower % for flat rate Staff, the number needs to be manually adjusted within the box (see picture above).

Choose whether the concerned partner organization will charge staff costs to the project according to **real costs or a flat rate**. Please note that, after the submission of the application form, **the partner will not have the possibility to change this option**.

The flat rate for "Office and administration" expenditure category is automatically set at maximum 15 % of eligible direct Staff costs. In case partner decided to use lower % for flat rate Office, the number needs to be manually adjusted within the box.

ATTENTION!
Staff costs may be calculated based on the real cost option or flat rate option up to 20% of the direct costs other than the staff costs of that Project. For more information please see document Programme Rules on Eligibility of Expenditures.

ATTENTION!
Please select flat rate option first (if applicable) and afterwards enter envisaged costs per each expenditure category (please see step 2 below). Otherwise, if the flat rate option is enabled after other costs are entered in the budget these previously entered costs will be deleted from the budget.

Step 2:

Provide the budget details. The budget per partner is displayed in three tables:

- The first table displaying expenditure categories per work packages;
- The second table displaying expenditure categories per reporting periods;
- The third table displaying reporting periods per work packages.

The costs budgeted for each partner needto be allocated per expenditure categories, work packages and periods. These three "dimensions" (expenditure categories, work packages, periods) are always reflected in each of these tables, even when not fully displayed.

Any information entered in one table is automatically taken over into the other tables. Therefore, applicants can choose working on one table only or shift from one to the other (not recommended).

TIP!
Applicants are advised to use only one table to complete the budget, as the date will be reflected in other two tables.

Creating budget lines

By clicking on a button a pop-up window will open for creating budget lines for each expenditure category. Applicant needs to provide the specific title/short description for each budget line (please see picture below).

<u>Please note that more detailed expenditure description in relation to the specific activity should be provided in the section Work plan, within related work package (activity).</u>

Figure 46 – Creating budget lines
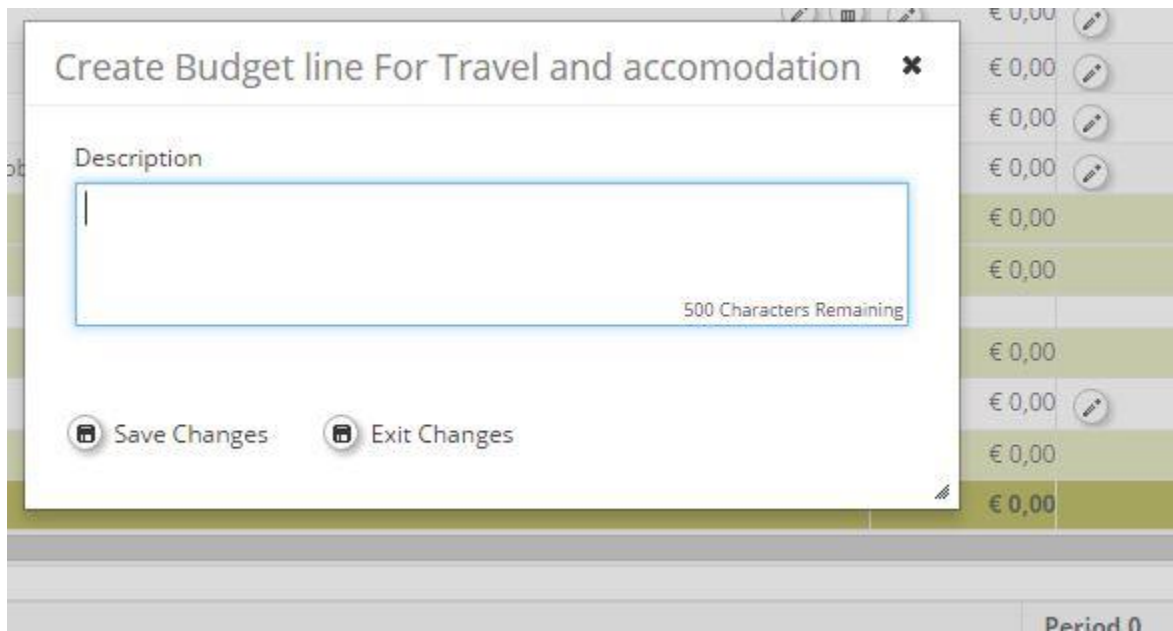
ATTENTION!
In case of flat rates for staff costs or/and office and administration expenditure, creation of budget lines will not be available in eMS for those expenditure categories.

Entering/editing/removing information in the budget tables

Figure 47 – Budget table

To edit/update the budget line click on the ✏ button (marked with a red arrow). It is also possible to remove a budget line with the 🗑 button (marked with a blue arrow).
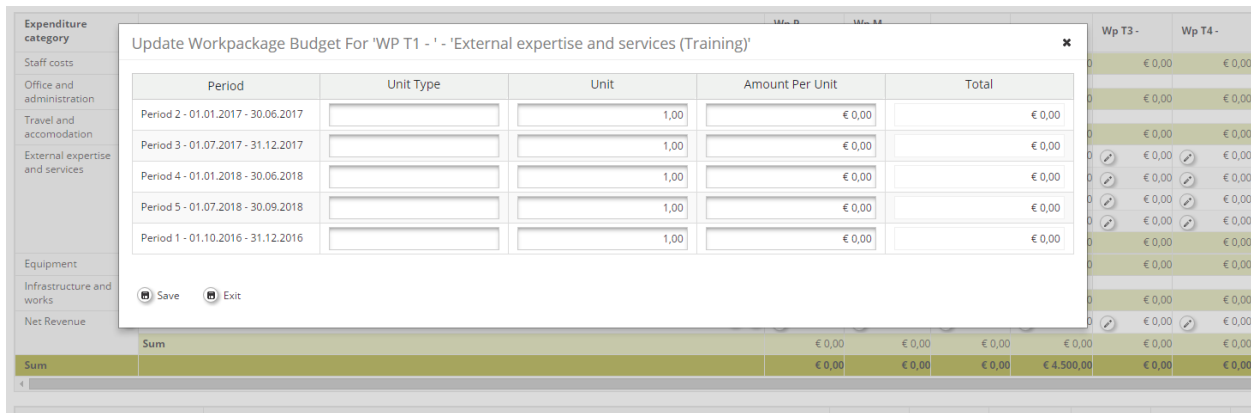
To enter the costs click on the ✏ button (marked with the green arrow).

For example, in the table above "Expenditure categories per work packages", the applicant has to click the ✏ button under each budget line and corresponding to the relevant work package in order fill in budget information.

A pop-up window will open where the Applicant has to fill in Unit type (e.g. *per km* for travel to meetings*, per piece* for computer equipment*, per service/per contract* for studies/trainings etc.*)*, Unit and Amount per Unit (Total Unit costs will be automatically calculated by the system) allocated to each reporting period for the chosen expenditure category and work package (please see figure below). Justification for costs for each budget line needs to be inserted in the box Comment.

Figure 48 – Budget table

Expenditure category **1 Staff costs**

Please note that under this Call for Proposals, the maximum limit for this expenditure category is set at 30 % of total eligible costs of per project. The Programme bodies will verify this limit before contract signature, during the budget optimization phase.

Flat rate option
Applicant choosing the flat rate option for the reimbursement of staff costs cannot enter data in the budget tables, since the budget amount allocated to this expenditure category is automatically

calculated by the system. The flat rate is set by the system at maximum 20% of direct costs other than staff costs.

If the flat rate option is decreased to be lower than 20%, click the "recalculate budget" button and the system will automatically do the recalculation of staff costs.

Real costs option

Applicant choosing the real cost option for reimbursement of staff costs needs to create a budget line foreach staff member (we recommend that the title of the budget line is e.g. project manager, financial manager, communication officer, etc.) within the Work Package Management. Then by click ✎ button Applicant can enter Unit type, Unit and Amount per Unit for each staff member.

Expenditure category **2 Office and administrative expenditure**

Flat rate option

Applicants cannot enter data in the budget tables, since the budget amount allocated to this expenditure category is automatically calculated by the system. The flat rate is set by the system at maximum 15% of staff costs.

If the flat rate is decreased to be lower than 15%, click the "recalculate budget" button and the system will automatically do the recalculation of costs.

Expenditure category **3 Travel and accommodation costs**

Please define the title of the budget line according to the list of elements which are provided for this expenditure category in Programme rules on eligibility of expenditures (e.g. daily allowances, accommodation costs, travel costs, etc.)

Please note that Travel and accommodation costs should be planned within the Work Package Management.

Expenditure category **4 External expertise and services costs**

Costs under this expenditure category can be either inserted within the Work Package Implementation or WP Communication for the relevant reporting period.

> **TIP!**
> Please note that the title of the budget line and Unit type have to correspond to the activities selected within Work Package Communication (e.g. if the selected activity for WP Communication is public events, the title of the budget line and unit type also have to be named "public events").

> **ATTENTION!**
> For Work package **Preparation**, please fill in related costs only in **period 0** (preparation phase), choose expenditure category **4 External expertise and services costs** and define the costs in a separate budget line that you will have to name **"Lump sum preparation costs".** A lump sum of up to EUR 3.000 per

project can be requested only by the Lead Applicant. Please see more details under Work package Preparation.

Justification of the requested lump sum should be provided in the box Comment.

ATTENTION!

In case the **closure costs** are envisaged in the Project budget, these should be also stated under expenditure category **4 External expertise and services costs** and defined in a separate budget line that you will have to name *"Lump sum closure costs"*. A lump sum of up to EUR 2.000 per project can be requested only by the Lead Applicant. Please see more details under Work package Preparation.

Justification of the requested lump sum should be provided in the box Comment.

Expenditure category **5 Equipment expenditure**

Costs under this expenditure category should be indicated under Work Package Implementation. Please note that similar equipment items should be grouped into one budget line (e.g. laptop, monitor and scanner should be grouped in one budget line entitled IT Equipment, etc.).

Expenditure category **6 Infrastructure and works**

Costs under this expenditure category should be inserted under Work Package Investment.

Please note that projects including infrastructure and works may include contingency as a separate budget line in the amount of up to 3% of costs for the infrastructure/works in question.

Expenditure category **7 Net revenue**

In case that the project is expected to generate revenues, the expected net revenues must be included under the relevant category available in the budget table. Single aggregated amount is to be included for the entire work package and reporting period.

Please see *Programme rules on eligibility of expenditures for more details on* costs for the above mentioned expenditure categories.

Step 3:

Once the total budget is filled in and the budget per each partner is completed, the Applicant must enter the contribution for each partner. To insert the contribution, select the relevant project partner in the sub-section Partner budget and click on "Define contribution" button.

Figure 49 – Partners list

The source of the contribution, its legal status (private or public) and its amount must be filled in.

Different sources of contribution are allowed; a new source can be added by clicking on the ⊕ button. The total amount of contribution under row Total within table Source of Contribution should correspond to the amount under row "Total target value.

Figure 50 – Partner Contribution

2.5.2. Activities Outside

In sub-section Activities Outside, please select one or more of the Programme predefined NUTS Region/s.

For region/s selected provide description how will the planned activities and project outcomes improve selected region/s area in financial, capacity and management areas.

Figure 51 – Programme predefined NUTS Region/s

In case of **activities envisaged to be implemented outside the programme area** please justify how these activities will benefit the Programme area (What are the benefits for the regions of the Programme area and why are those activities essential for the implementation of the project?). Activities described in this section may also include planned missions and/or events outside the Programme area.

Also, **insert** amount of Total Budget and IPA contribution (EUR) related to the activities planned to be performed outside the Programme area in the fields "Total Budget for Activities Outside" and "IPA Budget for Activities Outside".

Figure 52 – Activities Outside justification

Activities Outside The Programme Area

Please justify how will activities envisaged to be implemented outside the programme area benefit the programme area.

750 Characters Remaining

Total Budget for Activities Outside	0.00
IPA Budget for Activities Outside	0.00
Of Total IPA	%

2.5.3. Purchase of Land

Please describe in detail and justify the need of purchasing the land in relation to the project specific objectives and results (with reference to the expenditure category of the project budget) and insert amount of Total Budget related to the expenditures of Land purchase.

Figure 53 – Purchase of Land justification

Purchase Of Land

Amount Of Expenditure For Land Purchase

Total Budget   € 4.500,00Percentage 0.00 %
Please explain why the purchase of land is necessary for the project in terms of related activity and project output.

1000 Characters Remaining

⊖ Delete
⊕ Add Purchase Of Land

REMEMBER!
The purchase of land not built on and land built on exceeding 10% of the total eligible expenditure per project concerned shall not be eligible for funding! The purchase of derelict sites, sites formerly in industrial use which comprise buildings, and land for operations concerning environmental conservation exceeding 15% of total eligible expenditure shall not be eligible for funding!

ATTENTION!
Please note that legal documents specifying any legal right under the real-estate law concerning the land and/or buildings where the works will be carried out and, where applicable, necessary

permissions for the execution of the works, issued by the national/regional/local relevant authorities should be provided to the Programme bodies (Managing Authority, Joint Secretariat) in the contracting phase.

2.6. Section Project Budget Overview

This section is not filled in by the Applicants *as well as subsection Project Breakdown Budget under section Project Budget* but automatically with the data entered at the partner level of the Project budget section. Each budget table under this section is calculated automatically and can also be exported as an Excel file.

2.7. Section Attachments

Please upload relevant Attachments necessary for your Application and in line with the Call for Proposals.

List of annexes to the Application form to be uploaded in the eMS:

1. Lead Partner (LP) Statement,

2. Project Partner (PP) Statement,

3. State Aid Self-Assessment Questionnaire,

4. Partnership Pre-Agreement,

For the purpose of eligibility check of all project partners including Lead partner (LP) supporting documents should be annexed to Application (scanned as PDF and uploaded via eMS):

a) The registration acts (in accordance with relevant national law) of the each partner;

b) Statutes or articles of association/decision on establishment of the each partner.

Annexes are to be signed by the statutory representative of the Lead Partner/Project Partner and stamped, if applicable. Before signing the relevant annex, read carefully the content and make sure the requested conditions are fulfilled.

It is therefore of utmost importance that these documents contain **ALL** the relevant information concerning the Operation. **No additional annexes should be sent.**

Figure 54 – Attachments

Attachments And Uploads

Attachments

(+) Upload

Uploaded File List

Filename ⇕	Filetype ⇕	Date ⇕	User ⇕	Description	Options
No records found.					

3. How to submit the Application form

After you have filled in all the necessary fields in the Application form, in order to submit it, the entered data have to be checked first. First click the Save button to save all the entered data then click on the button "Check Saved Project". System checks for errors and missing fields. If the check is successful a new button will appear - "Submit Checked Project". To submit the Application form, click on this button. If the check is unsuccessful, system will list all the errors and missing data. Submission of the application will not be possible until it is corrected.

Figure 55 – Submitting the Application Form

▼ General

- Save As Pdf File
- Check Saved Project
- Generated Files
- Project History
- Attachments
- User Management
- Bookmark Project
- Toggle Tree
- Contacts
- Help
- Exit

▼ General

- Save As Pdf File
- Submit Checked Project
- Generated Files
- Project History
- Attachments
- User Management
- Bookmark Project
- Toggle Tree
- Contacts
- Help
- Exit