

PROJECT MANUAL

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The IPA Cross-Border Programme "Greece - The former Yugoslav Republic of Macedonia 2007-2013"
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1. Introduction

1.1 Abbreviations

AF	Application Form
CA	Certifying Authority
CBC	Cross-border Cooperation
CfP	Call for Proposals
DEU	Delegation of European Union
ERDF	European Regional Development Fund
ETC	European Territorial Cooperation
EU	European Union
FCC	Financial Control Committee
FLP	Financial Lead Partner
ICT	Information and Communication Technology
IPA	Instrument for Pre-accession Assistance
JMC	Joint Monitoring Committee
JSC	Joint Steering Committee
JTS	Joint Technical Secretariat
LP	Lead Partner (lead beneficiary)
LPP	Lead Partner Principle
MA	Managing Authority
MCS	Management and Control Systems
NA	National Authority
NIPAC	National IPA Coordinator
NGO	Non-governmental Organizations
NSRF	National Strategic Reference Framework
NUTS	Nomenclature of Territorial Units for Statistics
OLP	Overall Lead Partner
OP	Operational Programme
OS	Operating Structure
PA	Priority Axis
PP	Project Partner (beneficiary)
PRAG	Practical Guide to contract procedures for EC external actions
R&D	Research and Development
SMEs	Small & Medium Sized Enterprises
TEN	Trans European Network

1.2 Glossary

Amount unduly paid – All expenditure not representing an equal value of delivered products or services, according to the expenditure terms of the applicable Contract.

Audit Authority (AA) – The institution responsible for verifying the effective functioning of the management and control system of the operational programmes. In this context, the AA shall be responsible for carrying out the functions envisaged in Article 105 of Regulation (EC) No 718/2007 and will be assisted by a group of Auditors (GoA) comprised by a representative from each partner state.

Beneficiary – Bodies invited to submit proposals are specified in each Call for proposals. The project beneficiary, who takes the overall responsibility for the application and the implementation of the entire project, is called *Overall Lead Partner (OLP)* and corresponds to the term "lead beneficiary" used in Article 96 of Regulation (EC) No 718/2007.

Certifying Authority (CA) – National, regional or local public authority or body, designated by the Member States for certifying statements of expenditure and applications for payment before being sent to the Commission. In this context, the CA shall carry out the functions envisaged in Article 104 of Regulation (EC) No 718/2007.

Controllers – Each partner state shall designate certified controllers that will be responsible for verifying the legality and regularity of the expenditure declared by each beneficiary participating in the project, according to Article 108 of Regulation (EC) No 718/2007.

DEU - The Delegation of the European Union in Skopje represents the European Commission inside the country vis-à-vis the authorities and the general population. The Delegation of the European Union acts as the Contracting Authority for Partners from the former Yugoslav Republic of Macedonia.

EU contribution - The part of the eligible expenditure of a project that is financed by the European Union.

Financial Correction – The cancellation of all or part of the National and Community contribution to a project, in the context of its co-financing by the OP, which is similar to the detected irregularity.

Irregularity - Any infringement of a provision of Community and national legislation resulting from an act or omission by an economic operator which has, or would have, the effect of prejudicing the general budget of the European Union, by charging an unjustified item of expenditure to the general budget.

Joint Monitoring Committee (JMC) - The participating countries set up the Monitoring Committee for every Operational Programme, in accordance to the MA. The Monitoring Committee performs the duties that are defined in Article 110 of Regulation (EC) No718/2007.

Joint Steering Committee (JSC) - The committee established according to Article 110 of the Regulation (EC) 718/2007, in order to support the Monitoring Committee in fulfilling its tasks with regard to the selection of projects.

Joint Technical Secretariat (JTS) - The body set up by the MA after consultation with the Operating Structure in the former Yugoslav Republic of Macedonia represented in the programme area, according to Article 102 of the Regulation (EC) 718/2007, to assist the programme bodies (MA, CA, AA) in carrying out their respective duties.

Management Information System - The management system for recording and saving, in computerised form, accounting records for each project under the Operational Programme.

Managing Authority (MA) - National, regional or local public authority or public or private body designated by the Member States responsible for managing and implementing the operational programme, in accordance to the principle of sound financial management, carrying out the functions set out in Article 103 of Regulation (EC) 718/2007.

Memorandum of Understanding (MoU) - Additional agreement between programme bodies covering specific demands and harmonizing general programme procedures with particular national requirements.

National Authority (NA) (Operating Structure) - The institution supporting the activity of the MA in implementing the programme in the Former Yugoslav Republic of Macedonia. The aforementioned institution is the Ministry of Local Self- Government.

National Co-financing - The non-EU contribution to the projects' budget provided either by the State budget of each participating country or provided as Own Contribution by the Project Partners.

Operational Programme (OP) - Document submitted by the cooperating Countries and adopted by the Commission setting out a development strategy with a coherent set of priorities to be carried out with the aid of the European Union's Funding (hereinafter Programme).

Project - A project selected by the Joint Steering Committee, according to the criteria laid down by the Monitoring Committee, and implemented by the beneficiaries, allowing achievement of the goals of the Priority Axis to which it relates to.

Project Partners (PPs) - Partners participating in a project that correspond to the term "beneficiary" used in Article 96 of Regulation (EC) 718/2007.

Recovery – The procedure for repayment (by the beneficiary) of unduly paid amounts.

1.3 Purpose

This Project manual, will serve as an essential reference document for all bodies interested in:

- a.** applying for funding under the "Greece - the former Yugoslav Republic of Macedonia IPA Cross-Border Programme" 2007-2013 (hereinafter the Programme) and
- b.** implementing a project, which has been selected for funding. This manual, together with the Programme's website www.ipa-cbc-programme.eu, as well as the websites of the Managing Authority www.interreg.gr, the Operating Structure www.mls.gov.mk and the Delegation of the European Union in Skopje, http://eeas.europa.eu/delegations/the_former_yugoslav_republic_of_macedonia/index_en.htm, will provide practical information and concrete assistance to (potential) applicants, when preparing and submitting a comprehensive project proposal or managing their approved project.

Applicants should therefore study the entire manual carefully. The Project Manual consists of three parts:

1. Introduction - General Information for the Programme
2. The Project Applicant's Manual
3. The Project Implementation Manual

NOTE:

This Project manual relates to the present management mode of the Programme only, i.e.

- **Transitional arrangements according to Art 99 of Regulation (EC) No 718/2007.**
- **Centralised management in the former Yugoslav Republic of Macedonia.**

1.4 General Programme Information

1.4.1. Scope-Priority Axes

Cross border cooperation policy is about establishing links across national boundaries to enable joint approach to common problems and opportunities. The Operational Programme between Greece and the former Yugoslav Republic of Macedonia constitutes actually a set of proposals for the interventions envisaged under the terms of the cross border cooperation strand of the European Territorial Cooperation objective of the Structural Fund policies for the period 2007-2013. The new Programme, as the successor of the INTERREG III A programme that operated between the two countries till the end of 2006, will attempt to capitalize on the experience gained and the extensive knowledge that has been obtained by both, the participants and the implementation structures, in order to bring cooperation to a new level.

The Global Objective of the programme is to **enhance convergence in the programme area by promoting sustainable local development.**

Hence, the Programme Strategy is structured along one Global Objective and two Strategic Priorities. These two Priorities are accompanied by a Priority on Technical Assistance aiming at successful programme implementation. The Priorities of the Programme are defined below:

- **Priority Axis 1: "Enhancement of cross-border economic development"**, aiming at the promotion of sustainable economic development through common interventions and facilitating cross-border relations.
- **Priority Axis 2: "Enhancement of environmental resources and the cultural heritage of the programme area"** aiming to promote common actions for the protection of the natural and cultural environment and the mobilisation of natural and cultural resources.
- **Priority Axis 3: "Technical Assistance"** aiming at the successful and smooth implementation of the Programme and the enhancement of high quality cross-border co-operation, contributing primarily to the Global Objective.

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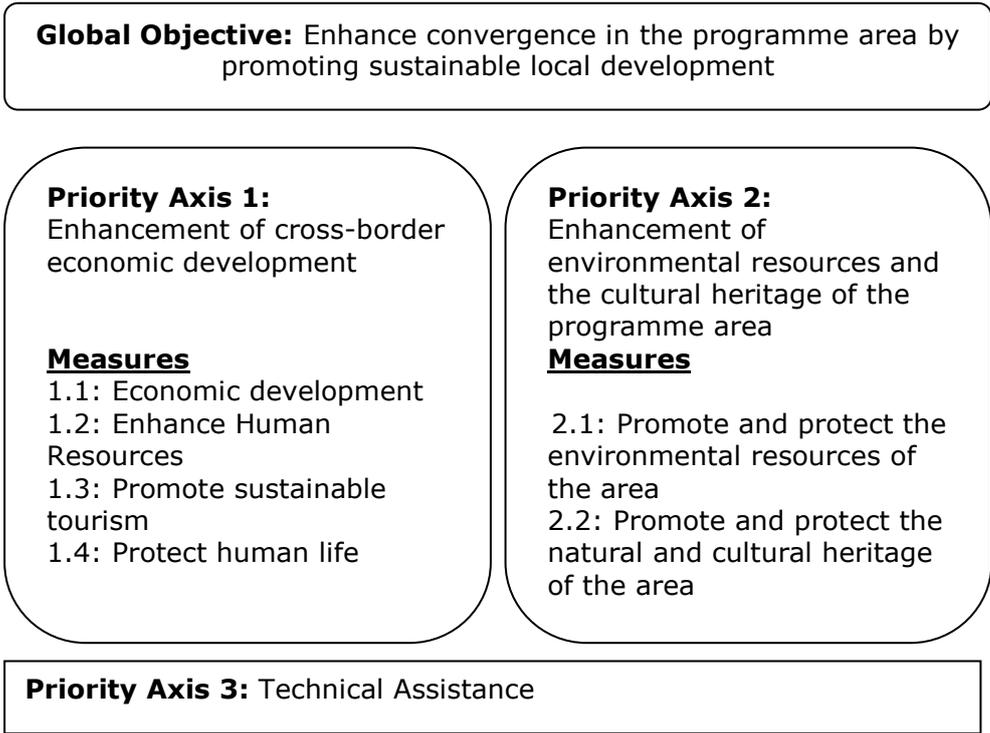


Figure 1: Programme Structure

The full programme strategy is outlined in the Operational Programme document.

1.4.2. Which is the area of the Programme?

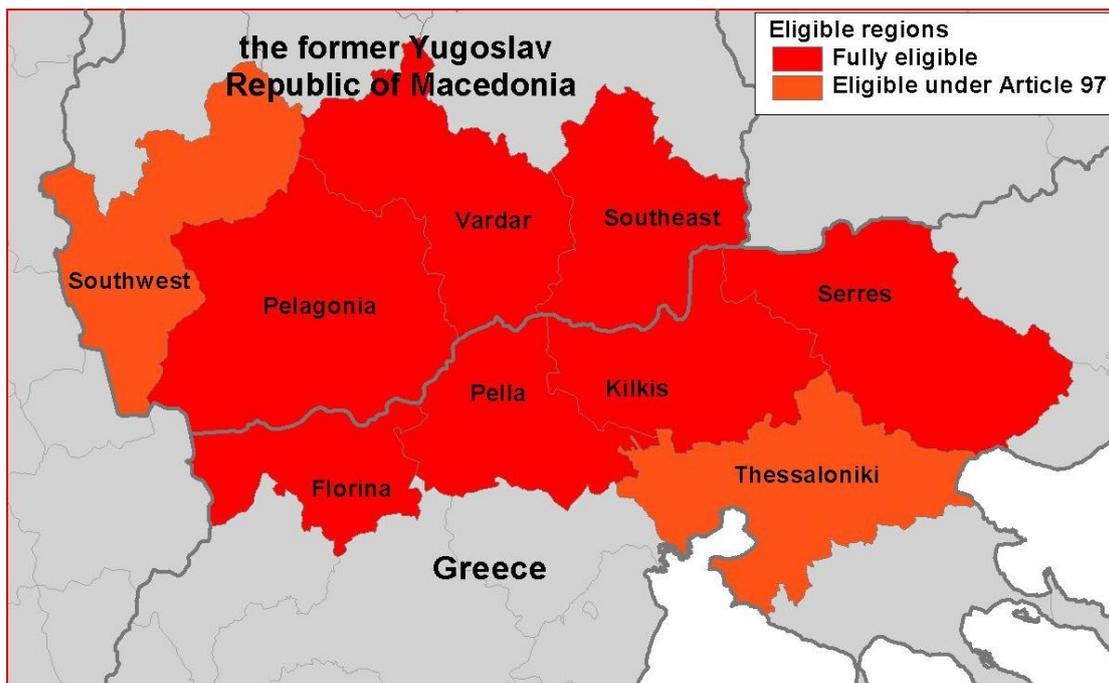


Figure 2: The Eligible Programme Area

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The eligible area of the programme, as illustrated on the map, contains five Regional units, (former Prefectures) on Greek side (Kilkis, Pella, Serres, Florina and Thessaloniki as adjacent area) and four Regions of the neighbour country (Pelagonia, Vardar, Southeast and Southwest as adjacent area), covering in total an area of 29.259 km² and 2.362.158 inhabitants.

Eligible territories

The programme covers the following eligible regions:

TABLE 1: ELIGIBLE AREA	
<u>NUTS II</u>	<p>2 REGIONS:</p> <ul style="list-style-type: none"> • Central Macedonia (GR12) • Western Macedonia (GR13)
<u>NUTS III</u>	<p>5 REGIONAL UNITS (FORMER PREFECTURES) & 4 REGIONS (Planski regioni):</p> <ul style="list-style-type: none"> • Kilkis (GR123) • Pella (GR124) • Serres (GR126) • Florina (GR134) • Thessaloniki (GR122)* • Pelagonia • Vardar • Southeast • Southwest * <p><i>*Thessaloniki and Southwest are included as adjacent areas</i></p>

Adjacent territories

Based on the flexibility rule provided by Article 97 par.1 of the Regulation (EC) 718/2007 (IPA Implementing Regulation), Regional Unit of Thessaloniki (former Prefecture)/ Greece (NUTS III), and the Southwest region/the former Yugoslav Republic of Macedonia are included, in the Programme "Greece – the former Yugoslav Republic of Macedonia 2007-2013", as adjacent areas. The adjacent areas have been selected to maximise the impact of cross border cooperation

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programmes achievements. According to the IPA Implementing Regulation*, these areas can receive up to 20% of the Programme total eligible public funds. This means, in practice, that the Programme may report costs related to the activities incurred on the territory of these areas to the limit of 20% of the Community contribution budget. However, this does not mean that a fixed share of 20% of the Programme budget is reserved for partners from these areas. The cross border added value of participation of partners from these areas will be assessed on a project by project basis.

1.4.3 Programme funding

Approved on the 5th of September 2008 by the European Commission, the "Greece - The former Yugoslav Republic of Macedonia IPA Cross-Border Programme" 2007-2013 has a total budget of around €32 million. The total financing consists of €25 million Community contribution funding (75% for Greece and 85% for the former Yugoslav Republic of Macedonia) and approximately €7 million national contributions (25% for Greece and 15% for the former Yugoslav Republic of Macedonia). Community contribution and national co-financing rates are not common for both countries.

1.4.4. Programme Management – Implementation

The management and implementation of this Programme is based on the structures applicable for a European Territorial Cooperation Programme and consists of:

The **Managing Authority**: is responsible for the overall management and implementation of the Operational Programme in accordance to the principle of sound financial management and for carrying out the functions set out in Article 103 of the Regulation (EC) No 718/2007. The Managing Authority for the Programme is the Managing Authority of European Territorial Cooperation Programmes at the Ministry for Development, Competitiveness, Infrastructure, Transport and Networks, in Greece.

* According to Article 97 of the IPA Implementing Regulation, NUTS III regions (or equivalent) along land borders between the Community and the beneficiary country are eligible areas for the purposes of cross-border co-operation. Article 97 foresees the possibility to finance expenditure incurred in implementing operations or parts of operations up to a limit of 20% of the amount of the Community contribution to the cross-border programme in NUTS III regions (or equivalent) areas adjacent to the eligible areas for that programme. Hence the regions of Thessaloniki and Southwest are included in the eligible area due to their size and functional role they have in the programme area.

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The Deputy Prime Minister for European Affairs in the former Yugoslav Republic of Macedonia is designated as the **National IPA Coordinator** (NIPAC), who acts as the representative of the former Yugoslav Republic of Macedonia vis-à-vis the Commission and is in charge for the overall coordination of the Programme at the territory of the participating beneficiary country. The NIPAC in the former Yugoslav Republic of Macedonia has designated the Ministry of Local Self Government as the Cross-Border Co-ordinator.

The **Certifying Authority**: is responsible for certifying statements of expenditure and applications for payment before being sent to the Commission as well as for receiving payments from the Commission, and making payments to the Lead Partner (lead beneficiary) on the Greek side, according to article 104 of Regulation (EC) 718/2007. The Certifying Authority is the Single Paying Authority designated for the Common Strategic Framework (CSF), the Community Initiatives and the Cohesion Fund, at the General Secretariat for Investments and Development, Ministry for Development, Competitiveness, Infrastructure, Transport and Networks, in Greece.

The **Audit Authority**: is responsible for verifying the effective functioning of the management and control system of the Operational Programme, according to article 105 of Regulation (EC) 718/2007. The Audit Authority of the operational programme is assisted by a **Group of Auditors** comprised by representative of each country participating in the IPA Cross-border Programme carrying out the duties provided for in Article 105 (Regulation (EC) No 718/2007).

However, as this Programme will be implemented under the transitional arrangements, the Audit Authority will be responsible only for expenditure within Greece.

The Audit Authority is the Financial Control Committee (EDEL), Secretariat General for Fiscal Policy, (General Accounts of the State), at the Ministry of Finance, in Greece.

The **Joint Monitoring Committee**: is set up according to the article 110 of the Commission Regulation (EC) No 718/2007 as well as the provisions of the "IPA Cross-border Programme Greece- the former Yugoslav Republic of Macedonia 2007-2013" and it is comprised by representatives of the two participating countries on an equal basis. It satisfies itself as to the effectiveness and quality of the implementation of the Operational Programme, according to article 110 of the Commission Regulation (EC) No 718/2007.

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The **Joint Steering Committee:** is responsible for the selection of projects, on the basis of the preliminary technical evaluation carried out by the JTS.

The **Joint Technical Secretariat:** in accordance with Article 102 of the Commission Regulation (EC) No 718/2007, assists the Managing Authority, the Joint Monitoring Committee, the Joint Steering Committee, the Certifying Authority and the Audit Authority in carrying out their respective duties.

The **Cross Border Info Point (Antenna Office):** is established in Bitola, contributing to the strengthening of the territorial participation to the Programme.

The **National Authority:** is the Ministry of Local Self Government in the former Yugoslav Republic of Macedonia. The responsibilities of the Ministry of Local Self Government as **Operating Structure** are defined in Article 139 of the Commission Regulation (EC) No 718/2007. The Operating Structure is responsible for managing and implementing the part of the Programme implemented in the former Yugoslav Republic of Macedonia. It may delegate some tasks related to the technical implementation of the Programme to the CBC Coordinator.

The **Contracting Authority** is responsible for drawing up and signing contracts with the Financial Lead Partners.

Under this Programme, there are two Contracting Authorities and in particular:

- The Managing Authority acts as the Contracting Authority for partners in Greece.
- The Delegation of the European Union in Skopje is designated as the Contracting Authority for partners in the former Yugoslav Republic of Macedonia.

2. Project Applicant's Manual

2.1 Introduction

The Project manual is an integral part of the Application Pack and includes information and guidance on:

1. The development of a project idea/proposal;
2. Main features of projects;
3. How to fill in the Application Form;
4. The submission procedure;
5. Evaluation procedure.

Project proposals can only be submitted with reference to specific Calls for Proposals for the Programme. It is recommended, for those interested in submitting a proposal under the Programme, to examine carefully the "Greece-the former Yugoslav Republic of Macedonia IPA cross-border Programme 2007-2013". The latter is available on the Programme's dedicated website: <http://www.ipa-cbc-programme.eu/downloads/programme-related-documents>, as well as on the websites of the Operating Structure www.mls.gov.mk and of the Delegation of the European Union in Skopje http://eeas.europa.eu/delegations/the_former_yugoslav_republic_of_macedonia/index_en.htm

Moreover, interested parties may contact the Joint Technical Secretariat for guidance in planning their proposals in accordance to the strategic aims of the Programme. The Cross-Border Info Point in Bitola (Antenna Office) shall also provide information to interested parties.

2.2 How to develop a project idea/proposal

The following chapter provides potential applicants with essential information, in order to start developing partnerships, as well as the fundamental requirements, which have to form the basis of each project application.

The programme finances **joint projects** which are jointly selected by the participating countries, following calls for proposals that cover the entire eligible area.

1. How to generate a good project idea?

Project development is the phase, during which **an idea** is translated into specific objectives and activities and is presented as a proposal. The starting point in defining a project idea is to identify specific **needs**. The goal is to align the programme's priorities with the needs identified on both sides of the border.

A few key points:

- **Understanding the Programme:** The Programme includes a detailed analysis of the strengths and weaknesses of the programme area as well as the types of actions that the programme will finance. Applicants should try to assess how the project idea fits into the programme context through carefully studying its priorities and indicative interventions. Therefore, a careful study of the Programme (i.e. Programming Document) as well as of other strategic documents (national and/or regional development plans, specific local policies, other field-specific strategies or guidelines etc.) is crucial for the applicants in developing good project ideas.
- **Stakeholders:** Involvement of key stakeholders should be envisaged. Their views – as end users of the project's products – may contribute to further develop the project idea given that they have crucial role in using the results of the project.
- **Assessment of needs:** A background assessment of needs with particular focus on the following groups will definitely support project design:
 - **Target groups¹:** The needs assessment should facilitate the direct involvement of the target groups in the project preparation and development phase.
 - **Final Beneficiaries²:** The needs assessment should take into account the final beneficiaries' needs.

By integrating the needs assessment in the project preparation, the applicants can target to align the Programme's priorities with the project needs. The needs shall be fulfilled by the design of specific project activities.

In the end of the day, a project will be deemed successful, if its objective is achieved and if this achievement contributes to the fulfilling of the Programme's overall goals and Objectives.

¹ Groups/entities that will be directly positively affected by the project at the Project Purpose level.

² Final Beneficiaries are those who will benefit from the project in the long term at the level of the society or sector at large.

2. What makes a "good partner"?

Finding partners is not the difficult part in developing a partnership. Finding the **right** partners is the main challenge. With the right ones involved in a cross-border partnership, a project idea, documented in a clear and simple way, can be turned into a unified set of actions well targeted to the identified needs.

The IPA Cross-border Programme "Greece-the former Yugoslav Republic of Macedonia" 2007-2013 provides useful tools and resources to potential applicants to assist them with project generation. The programme website, **www.ipa-cbc-programme.eu**, features a "Partner Search" tool, where all potential applicants can upload their project ideas in order to search for project partners and to facilitate collaboration between similar project ideas. Moreover, during Info Days potential applicants can find suitable partners.

The development of a partnership is not an easy task. A solid and efficient partnership involves a number of steps, such as:

1. Identifying the partners, meeting them and learning about their interests, needs and skills. Choices should be made based on:
 - their experience, knowledge and specialisation on the chosen field, in particular within the programme area
 - their experience in developing and implementing relevant project ideas
 - their complementarities, which will support and guarantee exchange of know-how,
 - their shared needs
 - their financial capacity. This includes their 'liquidity', i.e. the potential to carry out and pay for project activities, before they are reimbursed or paid by the Programme. In addition, potential partners will bear entirely the cost of non-eligible expenditures of the project, if any.
 - their relevant institutional status, their commitment even from the very first steps of project generation and development. Face to face meetings prove to be of great benefit.
2. Communicating the project idea. Make a structured presentation to potential partners and to key stakeholders to help them understand the purpose, objectives, activities and context. Let them assess and decide whether they want to get involved.
3. Challenging them by letting them shape the objectives and the expected results, so as to reflect their own needs. Consultation with partners is crucial given that their early involvement in the design of the project will ensure that it will be based on joint/common needs, skills and interests.

4. Defining actions and allocating responsibilities to meet joint objectives. Be flexible to negotiate with all partners their roles and responsibilities. Ensure common understanding, ownership and commitment. Realistic and achievable project plan increases partners' commitment. Identify what each partner brings to the project and what expects to get from it.

The right time to involve potential partners to the development of a project idea is as **soon as possible**, given that the project should be a combination of needs and contributions of all the partners involved. Participating in a cross border cooperation project implies that the project idea reflects the needs of all partners.

Be careful: check the rules on participation and eligibility before approaching partners.

3. How to define the content?

Do not forget that Programme requirements and project ideas need to be in conformity. There is no point in developing a project if it does not fit in the Programme. Projects need to align and complement cross border activities that directly relate to the priorities and objectives, as set out in the Programming Document.

Steps to follow:

1. The project needs to prove its cross border focus and demonstrate its cooperative character, through at least one of the following ways of cooperation: **(a) joint development, (b) joint implementation, (c) joint staffing and (d) joint financing**. However, it should be noted that, generally, projects are encouraged to cooperate by fulfilling all four of them. Keep in mind that the aim of cross border cooperation is to integrate areas divided by national borders that face common problems requiring joint solutions.
2. The project should take into account one or more horizontal issues of the Programme - sustainable development, positive environmental impact, equal opportunities and non discrimination, fair competition.
3. The project should complement and not duplicate other projects being carried out in the Programme area. Follow-up on projects financed by previous INTERREG / CARDS / Neighbourhood programmes is not enough. Projects need to show how they build on past experiences by bringing in something new.

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4. The project has to be realistic rather than attractive. Set the objectives as concrete, as quantifiable and realistic as they might be.
5. Map out how objectives could be realized through a detailed action plan. The more precisely the goals are formulated, the more effectively the project runs.
6. Demonstrate the 'joint added value'. In practice this means that the issue addressed is of such a nature that it cannot be satisfactorily tackled within one country and one partner only. Cooperation should improve the quality of results compared to the possible achievements of a partner working alone. Results can also be of relevance to the wider cooperation area and can potentially be transferred to other parts of the region.
7. Have a regular contact with Programme management structures – Managing Authority and/or Joint Technical Secretariat and/or Antenna officer in Bitola for clarifications on Programme priorities/objectives/activities.

Keep in mind that a cross border partnership is not enough: the ideas and the activities must also have a cross-border added value.

Following the above considerations and the features of the current Programming Period, the following indicative types of projects shall not be proposed:

- projects concerned only or mainly with individual sponsorships for participation in workshops, seminars, conferences, congresses;
- projects concerned only or mainly with individual scholarships for studies or training courses.

2.3 Main features of projects

2.3.1 Project Partnership-Eligibility of Partners

Cross-border character

Partnerships should be balanced in order to achieve gains in both countries and justify the cross – border character of the Programme. A project should include at least one partner from each country (Greece and the former Yugoslav Republic of Macedonia).

The Lead Partner Principle

All projects within the framework of the "Greece - the former Yugoslav Republic of Macedonia IPA cross-border Programme" 2007-2013 will be implemented and

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managed according to the Lead Partner Principle, the aim of which is to ensure genuine cooperation of all involved parties, by building it into the partnership structure.

According to article 96 of Commission Regulation (EC) 718/2007, each partnership is represented by a Lead Partner (or Lead Beneficiary), which is jointly selected by the partnership and has the overall responsibility for implementing the project as a whole.

Projects implemented under the Lead Partner Principle, generally, require a longer project development phase to establish the partnership and to decide upon the roles in project work packages and the budget allocation between partners.

Financial Lead Partners

As outlined in article 96 of Commission Regulation (EC) 718/2007, two Financial Lead Partners will be designated. These partners must be directly responsible for the preparation and management of the project with their partners, not acting as an intermediary.

The Greek Beneficiaries of a project shall appoint a Greek Financial Lead Partner among themselves prior to the submission of the proposal. In case of project approval, the Greek Financial Lead Partner will sign a Subsidy Contract with the Managing Authority. Similarly, the Beneficiaries from the former Yugoslav Republic of Macedonia shall appoint a Financial Lead Partner from the former Yugoslav Republic of Macedonia, prior to the submission of the project proposal. In case of project approval, the Financial Lead Partner from the former Yugoslav Republic of Macedonia will sign a Grant Contract with the Delegation of the European Union in Skopje.

The IPA Financial Lead Partner is referred to in the Special Conditions of contract as 'the Coordinator' on the IPA side.

The Financial Lead Partners, for both countries, shall assume the following responsibilities:

- (i) lay down the arrangements for the relations with the partners participating in the part of the operation taking place in the respective country in an agreement comprising, inter alia, provisions guaranteeing the sound financial management of the funds allocated to the operation, including the arrangements for recovering amounts unduly paid;
- (ii) be responsible for ensuring the implementation of the operation in the respective participating country;
- (iii) be responsible for transferring the European Union's contribution to the partners participating in the operation, of the respective participating country;

(iv) ensure that the expenditure presented by the beneficiaries participating in the part of the action taking place in the respective country has been paid for the purpose of implementing the operation and corresponds to the activities agreed between those partners;

(v) In addition to the above, the Financial Lead Partners from Greece shall verify that the expenditure presented by the beneficiaries participating in the operation has been validated by the controllers.

In the case of the Financial Lead partners from the former Yugoslav Republic of Macedonia the Delegation of the European Union will be in charge for verifying the legality and regularity of the expenditure upon receiving Report on the verification of the Action's expenditure produced by an external audit firm specified in the Grant Contract.

Overall Lead Partner (Applicant)

One of the two Financial Lead Partners shall undertake the role of the "Overall Lead Partner" of the cross-border project.

The Overall Lead Partner shall assume the following responsibilities:

- be directly responsible for the preparation and management of the entire project, not acting as an intermediary.
- ensure the sound implementation of the entire project.
- submit to the JTS progress reports on the implementation of the entire project, based on the data that it receives from all partners.
- record and store project documents.
- provide the MA/JTS and the Delegation of European Union in the former Yugoslav Republic of Macedonia with all monitoring data-required.
- act as the contact point with the Programme Management Bodies (Managing Authority, Delegation of European Union in the former Yugoslav Republic of Macedonia, Joint Technical Secretariat, etc.) for monitoring, reporting and general information purposes.

The Overall Lead Partner will sign an Overall Contract with the Managing Authority.

Project Partners

All partners participate in designing and implementing the project by carrying out the activities assigned to them in the approved application. The partners should co-operate in at least one of the four possible ways described in the following section (Partners' Cooperation). The expenses generated are eligible in the same way as those incurred by the Lead Partner.

Indicatively, the partners' responsibilities entail that they:

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- Ensure the implementation of the project activities under their responsibility according to the project plan, the Partnership Agreement and the relevant contracts signed by the Project Lead Partners, (Financial and Overall);
- Cooperate with the other project partners in the implementation of the project, the reporting and monitoring as deemed necessary; key project conclusions, changes to project strategy and other important decisions should be made jointly;
- Prepare and submit to the Lead Partner financial and progress reports, including all supporting documentation required, (according to the official Progress report Templates provided). Partners from the former Yugoslav Republic of Macedonia should refer to the reporting requirements and obligations for the relevant supporting documentation described in Article 2 of the General Conditions of the Grant Contract;
- Assume responsibility in the event of any irregularity in the expenditure they have declared, and repay the Financial Lead Partner of their country the amounts unduly received. In case that the Financial Lead Partner contracted by the Greek MA, does not succeed in securing repayment from a project partner, the Greek State shall reimburse the competent Authority, (Certifying Authority), the amount unduly paid to that partner. For the partners located on the territory of the former Yugoslav Republic of Macedonia, DEU will implement the relevant procedures and the relevant contracting conditions shall apply.
- inform and communicate the projects' outcomes to the public.

Partners' Cooperation

Project partners from both countries should co-operate in at least one of the following ways:

Joint development

- All partners should contribute to the development of the project;
- Partners should define how the project will operate, i.e. joint development of objectives and outcomes, budget, timing and responsibilities for work packages and tasks to achieve the objectives;
- Partners should identify knowledge and experience that each one of them brings to the project, as well as what each partner expects to get from the project.

Joint implementation

- The Lead Partner should bear the overall responsibility for the project. All partners should undertake responsibilities for different parts of the implementation.
- Each project partner responsible for a work package should coordinate and ensure that planned activities are carried out, interim targets are met and unexpected challenges to implementation are dealt with.
- Several partners may contribute to each work package.

Joint staffing

- All project partners should have a defined role and allocate staff to fulfil this role.
- Staff members should coordinate their activities with others involved in the activity or work package and exchange information regularly.
- There should be no unnecessary duplication of functions in different partner organizations.

Joint financing

- The project should have a joint budget with funding allocated to partners according to the activities they are carrying out, (the budget split should reflect partner responsibilities).
- The budget should include annual spending targets and spending targets per work package.
- In general, all partners should contribute with co-financing

All partners must have **clear roles** in the development and implementation of the project. Moreover, all Financial Lead Partners shall be directly responsible for the preparation and management of the project with their partners, not acting as an intermediary.

Partnership Declaration & Overall Partnership Agreement

The cooperation between the Overall Lead Partner, the Financial Lead Partner and the project Partners are defined in the Partnership Declaration and, in more detail, in the Overall Partnership Agreement.

The former is drafted at the stage of the submission of the project proposal and the latter at the stage of contracting of a project, which has been selected for funding. The Partnership Declaration also includes the co-financing statements as well as the statement for non double funding to be duly signed and stamped by all partners. For more details on the Partnership Declaration and the Overall

Partnership Agreement, please refer to the *Application Pack* and *Annex II* of this manual.

Contractual arrangements

The relevant contracts to be signed, upon approval of a project proposal, shall determine the rights and responsibilities of the aforementioned parties. They shall describe the scope of activities to be carried out, the terms of funding, the requirements for reporting and financial controls, etc.

The following contracts shall be signed:

1. An Overall Contract shall be signed by the Managing Authority and the Overall Lead Partner, to describe the rights and responsibilities of the latter, no matter its country of origin.
2. The Subsidy Contract A shall be signed between the Managing Authority and the Greek Financial Lead Partner, and it shall describe the rights and responsibilities of the Financial Lead Partner from Greece.
3. A Grant Contract shall be signed between the Financial Lead Partner from the Former Yugoslav Republic of Macedonia and the EU Delegation, which shall describe the rights and responsibilities of the Financial Lead Partner from the Former Yugoslav Republic of Macedonia. The standard Grant Contract and its annexes are attached to the Application Pack and can be found at: http://ec.europa.eu/europeaid/work/procedures/implementation/index_en.htm

Eligibility criteria

In order to be eligible for co-funding, the partners must fall under the categories specified in the specific Call for project proposals.

In order to be considered for funding, all actors should ensure that they are entitled for public co-financing. The managerial adequacy of partners will be examined through the Project Selection Criteria.

Potential applicants from the former Yugoslav Republic of Macedonia may not participate in Calls for Proposals or be awarded grants if they are in any of the situations which are listed in Section 2.3.3 of the Practical Guide to contract procedures for EC external actions (available at http://ec.europa.eu/europeaid/work/procedures/implementation/index_en.htm).

2.3.2 Project Budget - Eligibility of expenditure

1. Project Budget Lines

The projects' permissible budget range and the thresholds of individual partners shall be specified in each Call for Proposals.

Greek partners must follow the rules of the *Ministerial Decision for the Management and Control Systems of the Territorial Cooperation Objective Operational Programmes*, as in force and the *Guidance on Management Verifications (Annex VI)*.

Eligible Categories of Expenditure of the Programme:

Preparation Costs eligible only for the Greek Partners: Costs within the budget lines "**staff costs**" and/or "**travel and accommodation costs**" and/or "**external expertise and services**", which have been incurred for the preparation of the project, are eligible for funding in accordance to the following conditions:

- If they were incurred, after the date of approval of the Programme (5th September 2008) and/or during the implementation of the project;
- If they show direct connection to the approved project and are included in the Application Form and
- If they **do not exceed 5% of the total sum of the budget of Greek partners.**

The following preparation costs are eligible:

- external expertise costs and/ or staff costs for the preparation of the application documents;
- joint meetings for the preparation of the project;
- travelling expenses directly related to joint meetings
- cost analysis and preparatory research reports for the project activities

"Overheads", "equipment", "investments/infrastructure" and "other costs" are not eligible under preparation costs.

Staff costs: Costs of Personnel executing tasks corresponding to the specific activities and deliverables of the project proposal. The staff costs should

correspond to actual gross salaries, including social security charges and other remuneration-related costs; salaries and costs must not exceed those normally borne by the beneficiary or its partners, as the case may be, unless it is justified by showing that it is essential to carry out the action. Staff costs do not cover the expenses of external experts/consultants. These costs should be budgeted under the "External Expertise and services" category. Additionally for IPA partners, civil servants or other public employees of the central, regional and local administrations may participate under this call for proposals but they shall not receive fees for their contribution to the action other than their salaries in the respective institution. The salaries of the civil servants or other public employees of the central, regional and local administrations may be presented as co-financing contribution of the IPA partner.

Overheads: The overheads costs for each Partner **cannot exceed 7% of the Partner's total direct eligible costs** and shall be eligible if they are based on real costs attributable to the implementation of the project concerned.

Overhead costs are eligible provided that they do not include costs assigned to another heading of the project's budget.

Overheads should be charged to the specific project proportionately based on a fair and duly justified distribution method.

Travel and Accommodation: This budget category includes all the expenses of the project's beneficiary for the travel and accommodation costs of the personnel involved in the project with the condition that they are directly related to the activities of the project. Travel and Accommodation costs involve:

- Costs related to the organisation (or participation) of meetings, seminars, conferences etc.;
- Travel and Accommodation outside of the Programme area is considered eligible only if it is foreseen in the approved project proposal and justified why such expenses are essential to the successful implementation of the project;
- All trips should be adequately justified and should be calculated in accordance with the applicable legal rules for daily allowances and/or per diems of each partner;

These costs are eligible provided they do not exceed those normally borne by the Beneficiary or its partners, as the case may be.

External Expertise and services: Costs paid on the basis of contracts and against invoices to external service providers, who are sub-contracted to carry out specific tasks of the project, at the prevailing market rates.

The selection of the external experts shall comply:

For Greek partners: with the relevant National Public Procurement Law in force

For IPA partners: with the provisions of Annex IV to the PRAG standard Grant contract.

The following costs can be eligible (not exhaustive list):

a) *Professional expertise*

- studies, researches etc.
- costs of technical, financial and other special experts if they are directly linked to the project and are necessary for its implementation
- preparation costs (only for Greek partners).

b) *Organisation of meetings and events*

- expenses for organisation of conferences, seminars, meetings, workshops, project events directly related to the project and traceable from the approved Application Form
- renting of premises and equipment for events
- interpretation at events
- printing of materials directly related to events etc.
- cost of conference fees, in dully justified cases.

c) *Promotion costs*

- costs of brochures and leaflets
- press releases, inserts in newspapers
- newsletters
- the design and maintenance of web page for the project
- other publication costs related to the project but not linked to specific events or seminars.

Equipment: Costs for the purchasing of equipment with the condition that:

- Equipment is necessary for the project implementation and is foreseen in the approved Application Form;
- Suppliers should be selected:
For Greek partners: with the relevant National Public Procurement Law in force
For IPA partners: with the provisions of Annex IV to the PRAG standard Grant contract.

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The following costs can be eligible (not exhaustive list):

- special equipment necessary for the project implementation and foreseen in the Application Form, like laboratory equipment and special measurement equipment including transportation and installation costs of these equipments;
- office equipment (e.g. computers, laptops, office furniture, etc.) related to the project management can be eligible in duly justified cases and only if clearly indicated in the approved Application Form.

There should be an analytical description of the technical specifications and cost.

Investments/Infrastructure: Expenditure for Investments/ Infrastructure with the condition that the cross- border impact of the investment is demonstrated and the activity is approved in the Application Form.

The contractors of investments should be selected;

For Greek Partners: with the relevant National Public Procurement Law in force

For IPA Partners: with the provisions of Annex IV to the PRAG standard grant contract.

In either case, **the contractor cannot be a partner in the project.**

For actions containing investment activities, these activities should be implemented on a municipal or state-owned property, (land and/or buildings). Municipalities, (if not acting as partners) and/or other authorised public institutions, must provide the relevant licenses to partners implementing activities, on the property owned/managed by that public institution. These licenses may be provided at latest before the signature of the relevant Contract (Subsidy Contract A for the Greek FLP and Grant Contract for the IPA FLP).

Investment activities and all issues related to ownership, operations, supervision etc. are governed by the respective national legislation.

For IPA partners, for reasons of sound financial management, the cost of equipment and investments/infrastructure may not exceed 50% of the total eligible cost of the action for supplies, 70% for works, and 70% for supplies plus works cumulative.

Other: Direct general costs that can be attributed specifically to the project. These have to be specified and justified, as the case may be. Lump sums (fixed prices) will not be accepted. All expenditures must be broken down in units and cost per unit and clarified in detail.

Attention:

Management costs (Work Package 1) **of each project partner should not exceed 10% of its budget.**

The following WP1 costs (if applicable) **are not** considered for the 10% limit:

- Action 1.1. "Preparation Activities" (eligible for Greek partners only), which should not exceed 5% of the total sum of the budget of Greek partners
- Other potential costs for external auditors (eligible for IPA partners only)

The following expenditure of IPA partners shall not be eligible for financing under this programme:

- taxes, including VAT, unless if VAT is not recoverable by any means and, if it is borne by the final beneficiary and clearly identified in the project proposal;
- customs and import duties, or any other charges;
- fines, financial penalties and expenses of litigation;
- operating costs;
- second hand equipment;
- bank charges, costs of guarantees and similar charges;
- conversion costs, charges and exchange losses associated with any of the component specific euro accounts, as well as other purely financial expenses;
- contributions in kind;
- interest on debt;
- purchase, rent or leasing of land and existing buildings;
- Items already financed in another framework.

By way of derogation from the list above, **the following expenditure shall be eligible for IPA partners:**

- charges for transnational financial transactions;
- where the implementation of an operation requires a separate account or accounts to be opened, the bank charges for opening and administering the accounts;
- legal consultancy fees, notarial fees, costs of technical or financial experts, and accountancy or audit costs, if they are directly linked to the co-financed operation and are necessary for its preparation;

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- the costs of guarantees provided by a bank or other financial institutions, to the extent that the guarantees are required by national or European Union legislation;
- the purchase of land for an amount up to 10% of the eligible expenditure of the operation concerned.
- Overheads, provided they are based on real costs attributable to the implementation of the operation concerned. Flat rates based on average costs may not exceed 25% of those direct costs of an operation that can affect the level of overheads. The calculation shall be properly documented and periodically reviewed.

4. General Rules for eligibility of expenditures

As a general rule, costs shall be eligible for funding if:

- they have been incurred and paid out within the time frame in which expenditure can take place; the final date of eligibility of expenditure for Greek Partners may not exceed 31/12/2016 under no circumstances. Concerning Partners from the Former Yugoslav Republic of Macedonia the costs must be incurred during the implementation period of the action as specified in Article 2 of the Special Conditions to the Grant contract with the exception of costs relating to final reports, expenditure verification and evaluation of the action, whatever the time of actual disbursement.
- For partners from the former Yugoslav Republic of Macedonia, grants may, as a rule, only cover costs incurred **after the date on which the Grant contract is signed**. However, according to the provisions in PRAG, chapter 6 "Grants", section 6.3.8 "Non retroactivity", a grant might be awarded for an action which has already begun only where the applicant can demonstrate the need to start the action before the Grant contract is signed (e.g. participation on kick-off meetings organized by the Greek Overall Lead Partner);
- they are directly related to the project either for the development or implementation of the project and they are planned in the approved project budget;
- they follow the "real cost" principle; costs which have been actually incurred and paid by the project beneficiaries and they can be supported by original invoices or other accounting documents of equivalent probative value;
- they have been incurred in the programme area of the "Greece – the former Yugoslav Republic of Macedonia IPA Cross-border Programme 2007-2013".

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- they are in line with national and EU legislation
- must be indicated in the estimated overall budget of the action,
- must be necessary for the implementation of the action
- they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the usual cost accounting practices of the beneficiary,
- must be reasonable, justified and comply with the requirements of sound financial management, in particular regarding economy and efficiency.

Detailed information about the eligibility of expenditure per country will be available at the 'Programme Eligibility Rules' and the 'Verifications Manual' (applicable only for Greek partners) which are part of the Application Pack.

[2.3.3 Duration of Projects](#)

The permissible duration of the projects is specified in the relevant **Call for Project Proposals**.

Due to the different contracting procedures in Greece and the former Yugoslav Republic of Macedonia, the start and end dates of the two contracts may differ. Nevertheless, project activities across the two sides of the border are expected to run closely together, so that the 'jointly implemented' character of the project is safeguarded.

[2.4 How to fill in the Application Form](#)

[2.4.1 Introduction-General Information](#)

The present chapter aims at providing the lead partners with all the necessary information to fill in the Application Form.

The requirement of submitting an Application Form duly filled in, according to the instructions provided, is one of the formal criteria used for project evaluation, therefore, applicants are strongly advised to carefully read and follow these instructions.

In addition, applicants are **requested NOT to remove the protection of the Application Form** or change its structure, since that could result in damaging it. Damaged application forms will be deemed ineligible.

Attention:

- Please fill in the Application Form electronically, correctly and completely
- The application form must be filled in English.
- The application form must be duly signed and stamped by the legal representative of the Overall Lead partner.

General information

When you open the "Application Form" you will be informed that **it contains macros, which you must activate**, in order to obtain the data properly. Before you start working you need to save the file locally. (Note: in order for the Activation message to appear, the level of security of macros should be set at Medium. This is done by selecting in Excel File the menu "Tools"→ Macros→ Security → Medium).

The application form consists of a cover page and seven sections describing in detail the project proposal. Information about the proposed project must be accurate and correct.



White Fields are those that must be completed by the Applicant,



Fields marked in grey are those filled in by the JTS/Managing Authority or fields in which data are automatically transferred or calculated based on the input provided in other fields.

While filling in the application form the applicants should take into account the set limits in the number of characters.

If further instructions or clarifications concerning the application form are needed, the applicant may contact the Programme's Joint Technical Secretariat or the Managing Authority.

In case a project proposal is approved, the Application Form submitted consists a part of the Subsidy/Grant contracts. It is pointed out that compliance with the provisions of the contract is the responsibility of the Overall Lead Partner as well as of the Financial Lead Partners, while non compliance with such provisions may lead to the withdrawal of financing.

2.4.2 Application Form Sections

1. COVER PAGE

This section provides general information, such as details on the Programme in the frame of which the application form is submitted and general information identifying a proposal. Information per part and field is provided as follows:

Application No: Protocol number filled in by the JTS

Date of submission: Date of submission of the proposal in the address provided in the Call of Proposal, which will be filled in by the JTS

MIS Code: A unique number given by the MIS System, filled in by the JTS

Project title: Please insert the title of the proposed project

Project acronym: Please insert the acronym of the proposed project.

2. SECTION A - PROJECT IDENTIFICATION

This section provides general information concerning project identification. Information per part and field is provided below.

Project title: Title of the proposed project. This field is automatically filled in with the relevant information provided in the Cover Page Section.

Project acronym: Acronym of the proposed project. This field is automatically filled in with the relevant information provided in the Cover Page Section.

Project duration

- **Start:** This field is automatically filled in with the relevant date, as a start of the project, which is provided in the Work Packages Table (excluding the Action 1.1. preparation activities). Projects should be ready to start their implementation as soon as possible after the approval decision of the Programme's Joint Steering Committee (that does not apply to projects that include preparation costs or projects that have already started implementation, according to the Call. For these projects the start date should be adjusted accordingly). For approved projects, dates will be adjusted accordingly, based on the actual dates that the relevant contracts will be signed.
- **End:** This field is automatically filled in with the relevant date, as the end of the project, which is provided in the Work Packages Table.
- **Total Months:** This field is automatically calculated given the values inserted in the two previous fields. For the maximum **duration** of projects, please refer to the Call for proposals.

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Priority Axis: Please insert the title of the priority axis of the Programme in the frame of which the project is proposed (see the Programme description provided in this manual as well as the Programming Document of the "Greece – the former Yugoslav Republic of Macedonia IPA Cross-Border Programme" concerning the Priority Axes). The relevant priority must be selected from the drop-down list.

Measure: Please specify one of the measures under the specific Priority Axis chosen, relevant with the project proposal. The measures under each Priority Axis are described in detail in the Programming Document of the "Greece – the former Yugoslav Republic of Macedonia IPA Cross-Border Programme" and must be selected from the drop-down list.

Brief Description of the Project: Please give a very brief summary of the project's background, objectives, partnership, main activities, expected outputs and added value. This field should briefly provide answers to the following questions: What are the primary goal & specific goals/objectives of the project? Which are the target groups of the project? What is the CBC impact of the project? Thus, it should be clear, self-explanatory and without references to other parts of the Application Form or to other documents. It is strongly advised that this field is filled in after the entire Application Form has been completed. Should the project be approved, this summary will be published on the programme's website. This field should not exceed 3.000 characters. *[Due to Excel limitations, the relevant text box is split into three parts. Each part should not exceed 1000 characters. The total number of characters is automatically calculated in order to facilitate the applicants in filling this field]*

Attention:

The total number of characters is automatically calculated in order to facilitate the applicants in filling in this field. Any text exceeding the word limit cannot be seen or printed and thus cannot be taken into consideration.

Partner Information: This part provides an overview of project partnership. The fields, which are automatically filled in, are the following:

- **Partner No:** The field is automatically filled in based on the information provided in Section C of the Application Form (Partnership).
- **Partner Institution (full name):** The field is automatically filled in based on the information provided in Section C of the Application Form (Partnership).

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- **Country:** The field is automatically filled in based on the information provided in Section C of the Application Form (Partnership).
- **NUTS III:** The field is automatically filled in based on the information provided in Section C of the Application Form (Partnership).
- **Legal Status:** The field is automatically filled in based on the information provided in Section C of the Application Form (Partnership).

Budget per partner: This table provides an overview of partners' financial contribution to the project and is automatically filled in based on the information provided in Section C of the Application Form (Partnership). The fields automatically filled in are the following:

- **Project Partner No:** The number identifying the specific partner
- **Country:** The country of origin of the partner
- **EU Co-financing:** The European Union's contribution corresponding to the specific partner (European Union's rates differ based on the origin of partners).
- **State co-financing:** The State co-financing corresponding to the specific partner For Greek partners the State Co-financing equals 25% while partners from the former Yugoslav Republic of Macedonia should consult the competent Authorities (Operating Structure etc).
- **Own contribution:** The contribution to the total budget that will be provided by the Partners' Own Resources. Greek Partners will not provide any own contribution to the project's budget, while partners from the former Yugoslav Republic of Macedonia should consult with the competent Authorities (Operating Structure etc).
(The State co-financing plus the Own Contribution equals the National Co-financing for each country.)
- **Total:** The sum of community contribution plus the national co-financing resulting to the total budget of the specific partner.

Budget & partners per country: This part provides an overview of the number of partners and the budget per country and is automatically filled in based on the data contained in the previous table. The fields automatically filled in are the following:

- **Country:** The country of origin of partners
- **Number of Partners:** The number of partners from the specific country
- **European Union's Co-Financing:** The European Union's contribution corresponding to the specific country

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- **State co-financing:** The State co-financing corresponding to the specific country
- **Own Contribution:** The own contribution corresponding to the specific country.
- **Total:** the sum of European Union's co-financing plus the State co-financing and the Own Contribution resulting to the total budget of the specific country.

Project Budget: This table provides a summary of the project budget and is automatically filled in. The fields contained in this table are the following:

- **European Union's Co-Financing:** The European Union's contribution of the project
- **State co-financing:** The State co-financing of the project
- **Own Contribution:** The Own contribution corresponding to the project
- **Total Budget:** The sum of European Union's contribution plus the national co-financing resulting to the total project budget.

Overall Lead Partner Declaration: In this part the Overall Lead Partner confirms, by officially signing and stamping the Application Form, that:

- the project neither in whole nor in part has or will receive any other complementary EU funding (except for the funding indicated in this application form) during the whole duration of the project;
- the project is in line with the relevant EU and national legislation and policies of the countries involved;
- all partners in the partnership receiving funding from the programme are eligible bodies as defined in the Programme;
- all partners described in section C of the Application Form are committed to taking part in the project's activities as described in the Application Form;
- the Overall Lead Partner is directly responsible for the coordination and the sound implementation of the project, in case of approval;
- all information provided in the Application Form and annexes is accurate and true to the best Knowledge of the Overall Lead Partner;
- the project total eligible costs are in between the budget limits defined in the Announcement of the Call for proposals.

All data (Name, Title, Institution and date of signature) must be completed by the signatory (normally the Legal Representative of the Overall Lead Partner's Institution).

3. SECTION B – DETAILED DESCRIPTION

This section provides a detailed description of the project idea, specific problems of the target groups to be addressed and objectives, its structure (activities, deliverables etc), the role of partners, the management of the project etc. This section is divided into eight sub-sections:

- B1 – Project Identification
- B2 – Methodological Approach
- B3 – Management
- B4 - Information and publicity
- B5 - Maturity of the project
- B6 - Sustainability of results
- B7 - Cross-border cooperation & Added value and
- B8 - Compatibility with EU and national policies.

B1. PROJECT IDENTIFICATION

This section describes how the project idea was developed and what are its objectives and expected results. This section contains the following fields:

Brief History of the Project:

Please provide a brief description on how the project idea and partnership was developed, if the partnership has relevance with the achievement of project objectives and results, and how the partners were involved in developing the project proposal. The maximum number of characters allowed in this field is 2000.

Background of the project (problems/target groups/challenges to be addressed):

Please describe the reasons for which the proposed project is necessary, as well as the specific problem(s) of target groups, and/or opportunities not currently met that the project will address and challenges to face. In this section the applicants must describe the target groups and provide clear evidence that there is a sufficient demand for the proposed project to be implemented. This will

demonstrate that the project idea is based on the understanding of what the real benefits for the local population and the real impact on the area are. The applicants may refer to the Programme SWOT analysis and Objectives, as well as to the relevant chapters of the Manual, in order to better describe the project's background. The maximum number of characters allowed in this field is 3000.

Objectives of the Project:

Please describe the overall objective and sub-objectives of the project. The maximum number of characters allowed in this field is 2000.

Expected Outputs:

Outputs are tangible and visible results or products relating to the project activities and objectives. **Expected project outputs are the means to achieve the Project's (as well as the Programme's) objectives.** These results should include the description of the output indicators that will be described and quantified in Section F – Output Indicators. Examples include: networks set up between cities, studies, databases etc. The outputs described here should also be logically connected (be either a logical combination or be identical with) the basic project deliverables listed in Section B2 of the Application Form, in a way that it gets obvious to the reader what are the expected outputs through which the project meets its objectives. The maximum number of characters allowed in this field is 2000.

Expected Results:

Please describe the direct and immediate effects resulting from the project. These results should include the description of the result indicators that will be described and quantified in Section F – Indicators. Additionally, the applicant may describe the innovative character of the expected results or clarify the added-value of the results compared to the achievements of previous experience (in case of a project follow-up). The maximum number of characters allowed in this field is 2000.

Note: The project should have identifiable and measurable targets so that its progress can be monitored and evaluated in a way that ongoing consistency with the objectives of the Programme may be achieved. In case of failure in meeting the objectives, financing may be suspended; therefore targets presented should be specific, measurable, achievable and time based. A clear link between planned outputs, results and objectives to achieve must be demonstrated.

B.2 METHODOLOGICAL APPROACH

This section provides an analytical overview of the project's implementation methodology (activities, their combination and sequence, responsibilities etc.). The methodology must clearly show a common and team-oriented manner of work between partners. This section contains the following fields:

Project Methodology:

Please describe the approach and methodology (e.g. sequence, combination and interrelation between the activities; the logic behind the different work packages) proposed to achieve the project's objectives and to produce the intended results. The methodology must include information about the project implementation stages and how these will contribute towards the attainment of the targets sought; identification of the tools proposed and their suitability towards the attainment of the proposed targets etc. This field should not exceed 3000 characters.

Roles - Tasks of Partners:

Please describe the division of roles and tasks among the partners (e.g. partners' responsibilities for administrative and / or financial tasks, participation in the implementation of activities and deliverables, degree of involvement given the competences and strengths of each partner etc.). This field should not exceed 3000 characters.

Work Packages / Actions:

Please break down the proposed project into **Work Packages, that represent logically connected steps of implementation or sets of Actions**. Having defined the objectives of the project, a more detailed plan of work packages has to be developed to map out how objectives will be achieved. Well defined objectives should make decisions on appropriate work packages relatively easy. The work packages (WPs) identified should follow the logical phases of the implementation of the project and include management and communication activities. The number of work packages used must be relevant to the complexity of the work and objectives of the proposed project.

Work packages must be split in Actions in a way that they logically follow the project implementation sub-phases or concrete sub-sets of tasks (leading to concrete *deliverables* described later on). A project should be

divided in at least three (3) and maximum six (6) Work packages. Each Work Package should contain no more than five (5) Actions maximum.

Two of the three compulsory Work Packages are:

1. **"WP1 Management and Coordination"**, describing the sequence of Actions in order for the project to be coordinated and financially managed (including for example the necessary meetings between the partners in order to coordinate the project's implementation, or the activities of the Lead Partner concerning the financial monitoring - reporting of the project etc.). Management and coordination activities and the relevant costs should be duly justified. If the Preparation Activities have taken place for the development of the project proposal, these Activities should be the starting Action (Action 1.1) of WP1, otherwise the relevant fields of Action 1.1 should be left empty (see also Eligibility of expenditure and Preparation Costs as described in Section 2.3.2 of the Manual).

For Partners from the former Yugoslav Republic of Macedonia a compulsory Action in the framework of WP1 will be: *"Action X: Verification of Expenditure"*

2. **"WP2 Information & Publicity"**, describing the main elements of the project communication strategy (covering both internal and external communication measures).

A communication plan should be developed as soon as the project starts and must include (but is not limited to) the following **mandatory elements**:

- a. creation of a project logo and slogan, to be used together with the EU co-financing statement and the flags of the European Union and the participating countries
- b. development of the project website, which should be available to the public at least 2 years after the project closure
- c. publication of at least one brochure detailing the results of the project
- d. organization of a final public event

The communication plan should be submitted to the JTS with the first progress report.

The website should be developed and functional within the first six months after the subsidy contract is signed.

In the following pages two (2) indicative projects are presented, being broken down into Work Packages, actions and deliverables. The first one concerns an "infrastructure project" and the second one a "soft project".

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"Infrastructure" project

WP	Action	Deliverable	Country	
1. Management and Coordination	1.1 Management actions	1.1.1 Progress Reports	Country 1	
	1.2 Verification of Expenditure	1.2.1 Expenditure Verification Reports	Country 2	
	1.3 Project meetings	1.3.1 kick-off meeting (minutes, ...)		Country 1
		1.3.2 Progress Meetings (minutes, ...)		Country 1/ Country 2
		1.3.3 closeout meeting (minutes, ...)		Country 2
	2. Information and Publicity	2.1 Information actions	2.1.1 Project's logo & slogan	Country 1
2.1.2 2 info desks			Country 1	
2.1.3 Project Website			Country 1 Country 2	
2.1.4 2 workshops			Country 1 Country 2	
2.1.5 1 final event			Country 1 Country 2	
2.2 Printed and electronic information material			2.2.1 50 CD-ROMs	Country 2
		2.2.2 500 brochures with projects' results	Country 1	
		2.2.3 1000 leaflets	Country 2	
		2.2.4 1 Newsletter	Country 2	
		2.2.5 1 informative video production	Country 1	
2.3 Publicity and promotion actions in the Mass Media		2.3.1 15 entries in national Mass Media (newspapers)	Country 2	
		2.3.2 37 entries in national magazines		
		2.3.4 100 entries in the Internet		
3. Veterinary Diagnostic Laboratory		3.1 Construction Veterinary Diagnostic Laboratory	3.1.1 Preliminary study	Country 1
			3.1.2 1 building	
	3.1.3 Supply of Laboratory Equipment			
	3.2 Veterinary Laboratory	3.2.1 1 building Renovation	Country 2	

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	Upgrading	3.2.2 Supply of Laboratory Equipment	Country 2
4. Laboratory Networking	4.1 Portal Construction	4.1.1 Supply of equipment	Country 1
		4.1.2 Primary Data Collection	Country 1
			Country 2
	4.2 Distance learning system development	4.2.1 Portal development	Country 1
		4.2.2 Supply of equipment	Country 2
		4.2.3 Application development	
		4.2.4 Potential Users' training	

"Soft" project

WP	ACTION	DELIVERABLE	COUNTRY
1. MANAGEMENT & COORDINATION	1.1 Preparation Activities	1.1.1. project proposal	Country 1
	1.2. Project Coordination meetings	1.2.1. kick off meeting	Country 1
		1.2.2. project meetings (minutes, ...)	Country 1 / Country 2
	1.3. Project Management	1.3.1 Progress Reports	Country 1
		1.3.2 IT platform for the administration of the project	Country 1
	1.4 Verification of expenditure	1.4.1 Verification of Expenditure Reports	Country 2
2. INFORMATION AND PUBLICITY	2.1. Multilingual Project communication package	2.1.1 Project's logo & slogan	
		2.1.2 500 brochures with project's results	Country 1
		2.1.3 5.000 leaflets	Country 1 / Country 2
		2.1.4 Project website	Country 1
			Country 2
	2.1.5 6 newsletter (1.000 copies)	Country 1 / Country 2	
	2.2 Open international	2.2.1 Open international	Country 1

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	conference	conference theme "..." (minutes, ...)	
	2.3 Workshops	2.3.1 Workshop	Country 2
3. INVENTORY OF ARCHAEOLOGICAL SITES	3.1. Documentation of archaeological monuments	3.1.1 Catalogue of Monuments	Country 1
		3.1.2 Catalogue of Monuments	Country 2
		3.1.3 Archaeological map	Country 1
	3.2. Information System	3.2.1 Creation of a multilingual data base	Country 1
		3.2.2 Documentation of the selected monuments in the multilingual database	Country 1/ Country 2
		3.2.3 Supply of IT equipment	Country 1
4. RESTORATION AND CONSERVATION OF ARCHEOLOGICAL MONUMENTS	4.1. Requirements of monuments in terms of repair, restoration and conservation.	4.1.1 Document/ list of selected places/monuments	Country 1/ Country
	4.2. Restoration and conservation studies	4.2.1 Restoration and conservation study	Country 1/ Country 2

Each Work Package / Action contains the following fields:

- **Title:** Please insert the title of the Work Package or Action
- **Start:** Please insert the Start Date of each WP and Action (in case of WPs the start date has to be filled in based on the Actions' earliest start date). **Please type in the start date, do not copy – paste data in this table.** The start and end dates of Actions and WPs are provided for programming purposes. The start date of the first Action to be implemented should be identical with the Start Date of the Project (see Section A. Project Identification)
- **End:** Please insert the End Date of each Action (in case of WPs the end date has to be filled in based on the Actions' latest end date). **Please type in the start date, do not copy – paste data in this table.**
- **Cost:** The Cost of Actions summing up to the costs of Work Packages are automatically filled in based on the information inserted in Section D – Budget.

Attention:

The "Start Date" and "End Date" included in each action will automatically calculate the overall Project duration in the Section "Project identification" and the Section "Timetable".

Deliverables:

This table describes the deliverables per action and contains the following fields:

- **Action No:** Please insert the number of Action (the same numbering must be used for the same Action throughout the whole Application Form). The relevant action no. must be selected from the drop-down list. **Please do not copy – paste data in this table.**
- **Deliverable No:** Please insert the Deliverable number (the same numbering must be used for the same Deliverable throughout the whole Application Form). Deliverable numbers must have as a prefix the Action number (e.g. 1.1) followed by the number of the specific deliverable (resulting to a three-part number)
- **Deliverable Title:** Please insert the title describing the specific deliverable
- **Partner No:** Please state the partner responsible for the implementation of the specific deliverable (if more than one partners will contribute to the same deliverable, each partner must be inserted in a separate line). The relevant partner no. must be selected from the drop-down list. **Please do not copy – paste data in this table.**
- **Partner's Contribution to Deliverable:** Please describe the contribution of the specific partner towards the implementation of the deliverable. Partners' contribution to deliverables must correspond to specific costs in a justified way (the costs relating to each partner for the implementation of each deliverable (or part of it) must be indicated later in the Section Budget of the Application Form).

In case more deliverables are required, a new line corresponding to a new deliverable appears as soon as the user completes the last deliverable and presses Enter. **Please do not copy – paste data in this table.**

Note: All Project partners should have at least one deliverable for each Action they claim budget. The total budget of the partner in a specific Action should be equal to the cost of all partner's Deliverables in the Action.

Location of Activities:

Please provide a description of the area targeted by the project, the location of partners and activities as well as the geographical scope of the longer term effects (outputs and results). The maximum number of characters allowed is 2000.

The project deliverables should be produced and handed in English language. Applicants are advised to anticipate appropriate budget for translation (studies or deliverables of similar nature may be produced in the languages of the participating countries).

B.3 MANAGEMENT

This section provides information on how the project will be administered and financially managed, in order to meet the requirements set. This section contains the following fields:

Capacity of Lead Partners and Partners':

Please describe the Experience, Structure, Personnel, Resources, Institutional role etc. of the participating partners that indicate their relevance in the proposed project.

- What are the partner's competences and experiences in the field tackled?
- Do the partners have the relevant institutional capacity to handle the project objective and to achieve the results described?
- How will the partner contribute to the content of the cooperation and benefit from it?
- Do the partners have adequate financial capacity relevant to the proposed project? (Information about the annual budget concerning the project implementation for the past three years)
- Have partners the capacity to directly or indirectly influence national / local / regional policies?
- What are the reasons for selecting the specific partner to act as the Lead Partner?

Given that this field should not exceed 4000 characters, the Applicant may attach to the Application Form documents providing additional elements to that description, for example a diagram of the Partner's structure etc.

Project Management & Coordination:

Please describe the main coordination tasks, decision making structures, procedures and/or tools as well as the way the day-to-day management of the

project will be organised (including financial management). Provide specific explanation of the Managing bodies and their roles during implementation. Also describe how communication between partners is organized in order to facilitate coordination and decision making procedures. This field should not exceed 2000 characters.

B.4 INFORMATION AND PUBLICITY

Information and Publicity measures- external communication of project outputs, results etc.:

Please describe the communication strategy to be followed in the framework of the proposed project, pointing out ways of approaching targeted groups and disseminating its results. Describe the project communication plan and explain how it complies with the rules of publicity of the Programme, as well as with the applicable EU Visibility guidelines. This field should not exceed 2000 characters.

B.5 MATURITY OF THE PROJECT

Preparatory activities, administrative activities undertaken etc.:

Please describe the progress of any preparatory actions necessary in order to start the project implementation, the compatibility of the project with the existing legal framework, the adequacy in progress of studies and licensing needed the progress of administrative operations etc. The infrastructure projects will be considered having advance maturity if they have a high level of preparation. This field should not exceed 2000 characters.

B.6 SUSTAINABILITY OF RESULTS

Sustainability of results and follow-up actions:

Please provide a short description how the durability of the project's achievements will be ensured.

- How, when and by whom will the outputs be used and how will they be maintained after the end of the project?
- What are the actions required to make the project functional upon completion (time required, administrative structure and staffing).

- How will the results/impacts of the project be sustained?

This field is limited to 2000 characters.

B.7 CROSS-BORDER COOPERATION & ADDED VALUE

Intensity of Cross-Border Cooperation:

Please describe in which ways the partners shall co-operate by selecting minimum one of the following four ways: joint development, joint implementation, joint staffing and / or joint financing. These ways of cooperation are described in more detail in the section 2.3.1 of this manual. **Please mark with an "X" accordingly.**

Cross-border Cooperation and Capitalization (if applicable):

Describe, if applicable, if and how the project is linked – in terms of its synergy, complementarity, integration or capitalisation of experience – with other implemented European cooperation projects. Describe if the project aims at analysing results and/or identifying the previous INTERREG and / or CARDS / Neighbourhood knowledge, at transferring results achieved by working through the wealth of existing experience and identifying links to EU programmes and initiatives, at sharing and disseminating this knowledge to target groups and stakeholders etc. This field should not exceed 1000 characters.

B.8 COMPATIBILITY WITH EU AND NATIONAL POLICIES

Consistency of the project with EU horizontal policies:

Please state (by the appropriate selection) if the theme tackled by the proposed project will address directly or indirectly each of the EU horizontal policies (Equal opportunities, Sustainable Development, Environment, Open Market). **Please mark with an "X" accordingly.**

Other EU, National, Regional and Local Policies (please specify):

Please describe how the proposed project is in line with and/or complements actions undertaken in the framework of interventions carried out at EU/National/Regional/Local level. This field should not exceed 2000 characters.

4. SECTION C – PARTNERSHIP

This section provides contact and other useful details concerning the partners participating in the project implementation, starting with the Overall Lead Partner

(that will also act as the Financial Lead Partner 1). The total number of partners must not exceed five (5) including the Overall Lead Partner.

Partner Details:

- **Name of institution in English:** Please provide the official translation in English of the name of the partner's institution.
- **Name of institution in original language:** Please provide the name of the partner's institution in the original language.
- **Distinctive Title:** Please specify the distinctive title of the partner's institution.
- **Legal Status:** Please specify the legal status of the partner in accordance with national legislation, *by selecting a value from the drop-down list*.
- **Date of registration:** Please indicate the date of registration of the partner's institution (or participating branch).
- **Place of Registration:** Please indicate the place of registration of the partner's institution (or participating branch).
- **Legal Representative:** Please provide the name of the legal representative of the partner. The legal representative is a natural person authorised to represent and bind the institution. In the case of the Lead Partner, the legal representative of the institution must sign the Application Form.
- **Position of the legal representative in the organisation:** Please specify the position of the legal representative in the organisation.
- **Contact Person for the project:** Please specify the name of the person that is nominated as the contact person for the project.
- **Project Manager:** Applicable only to the Lead Partner. Please provide the details of the person nominated as the Project Manager. The person responsible for the project **should be a staff member of the lead partner** who has an overall picture of the project and who coordinates the preparation of the application form on behalf of the partnership.
- **Financial Manager:** Applicable only to the Lead Partner. Please provide the name of the person nominated as the Project Financial Manager that will be responsible for monitoring all financial aspects related to the project's implementation.

The same person can be designated as both Project Manager and Financial Manager. If the person designated as Financial Manager is permanent staff of the partner, the designation can be done at the stage of presenting the Application Form. If the Person designated as Financial Manager will be external, the word "external" should be filled in at the stage of presenting

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the Application Form. For approved projects, the actual name of the person that will result from the public call procedure will be nominated when available.

- **Address:** Please provide the full postal address of the Partner's institution.
- **Country:** Please provide the country of origin of the specific partner, *by selecting a value from the drop-down list.*

NOTE: If the partner in question is established outside the beneficiary countries (Greece and The former Yugoslav Republic of Macedonia), then the entity shall be listed under the beneficiary country, in which its activities are planned. If the entity is planning activities on both sides of the border, it shall be listed twice. It is noted that Greece and The former Yugoslav Republic of Macedonia shall not provide national co-financing to foreign entities. Foreign entities will be expected to provide the 'national' component of their budget from their own resources. The relevant field 'Own contribution' shall be filled in the AF.

- **NUTS III code:** Please provide the NUTS III code of the area where the partner is located, *by selecting a value from the drop-down list, after selecting the country.*
- **Telephone:** Please provide the telephone number of the Contact Person of the Project.
- **E-mail:** Please specify the e-mail of the Contact Person of the Project.
- **Fax:** Please specify the fax number of the Contact Person of the Project.
- **Website:** Please provide the website address of the partner's institution.
- **VAT status (eligible or not):** Indicate eligible or not in the respective field to clarify the VAT eligibility, *by selecting a value from the drop-down list.*
- **Tax Office:** Please specify the Name of the Partner's Tax Office.
- **Tax Number:** Please specify the Tax number or the Social Security Number of the Partner's Institution.

Budget of Partner:

- **Total Budget:** This field is automatically filled in and concerns the total budget corresponding to the specific partner. The budget is automatically filled in based on the information provided for each partner in the respective Tables of Section D. Budget.
- **European Union's Co-financing:** This field is automatically calculated and concerns the European Union's contribution corresponding to the specific partner.

- **State Co-financing:** This field is automatically calculated and concerns the state contribution corresponding to the specific partner.
- **Own Contribution:** This field is automatically calculated and concerns the contribution provided by the specific partner's Own resources.

Bank Details of Partner:

Bank details should be filled in after the approval of the project proposal.

- **Bank Name:** Please provide the name of the Bank Institution where the specific partner holds an account related to the project payments.
- **Address:** Please provide the address of the Bank Institution.
- **Postal Code:** Please provide the postal code of the Bank Institution.
- **Town:** Please provide the name of the town where the Bank Institution is located.
- **Country:** Please specify the country where the Bank Institution is located.
- **IBAN:** Please specify the International Bank Account Number.
- **SWIFT code:** Please specify the SWIFT Code.
- **Holder of the account:** Please specify the original name of the account holder.

5. SECTION D - BUDGET

This section provides information on the project budget and its analysis. You should keep in mind that all fields marked in grey are automatically filled in, based on the information provided in other parts of the Application Form.

Project Budget:

This table summarizes the project budget information and is automatically filled in. It contains the following fields:

- **European Union's Co-financing:** The European Union's contribution corresponding to the specific project.
- **State co-financing:** The State contribution corresponding to the specific project.
- **Own Contribution:** the contribution provided by all partners' Own resources.
- **Total Budget:** the sum of European Union's contribution plus the national co-financing resulting to the total budget corresponding to the specific project.

Total Costs per Action / Budget Line:

This table summarizes the total project costs per action and budget line and is automatically filled in based on the information provided in the following tables that present the costs per partner, action and budget line and that will be further analyzed.

Costs per Partner / Action / Budget Line – Partner X:

The following tables present the costs per action and budget line for each partner participating in the project, starting with the Lead Partner.

For each Action of the project where the specific partner participates, must be presented how the total costs corresponding to that specific Partner for the implementation of that action are split among the different budget line categories. The Totals per Work Package, Action and Budget line are automatically filled in and marked in grey.

Costs per Deliverable and Partner:

This is the same table presented in Section B.2 – Methodological Approach of the Application Form that describes the deliverables per project action and partner, with an additional field describing the cost per deliverable and partner. Only the field "costs" should be filled in, as the first five fields are automatically filled in based on the information inserted in Section B.2. For each deliverable and partner the field costs must be filled in with the cost corresponding to that partner for the implementation of the specific deliverable.

Attention:

The Partners' budget tables should be in line with the deliverables' table.

In case of mismatches, the respective cells turn red.

These cases are the following:

Table "Project Budget" and "Total Costs per Action / Budget Line":

- **Red "Total Budget" (Cells H7 and AB48):** The total budget doesn't match the total deliverables' budget in Table "Costs per Deliverable and Partner" (cell Y651)

Tables "Costs per Partner / Action / Budget Line":

- **Red "Totals Actions" (Cells AB52:AB334):** The Total budget per Action for each partner doesn't match the partner's total deliverables' cost for the specific action.

6. SECTION E – TIMETABLE

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This section provides information on the actions implementation timetable as well as on the provisional allocation of the project budget per action and reporting period.

Timetable

This table is automatically filled in based on the information provided in Section B. "Detailed Description" and displays the duration of each action and Work Package in months by automatically marking the relevant boxes, representing months of the Year X. The IPA partners should submit an additional timetable for the project implementation based on semester/months.

Budget per reporting period

This table should be filled in after the project's approval.

Please specify the provisional allocation of the budget in the 3-month reporting periods covering the project's duration. In each field representing a reporting period of the Year X specify the budget in Euros that corresponds to the part of the budget of the specific Action / WP that will be spent during this period. The Totals per Action and per Reporting Period will be filled in automatically.

Attention:

The "Budget per reporting period" Table should be in line with the "Total Costs per Action" table in Section D "Budget". In case of mismatches, the respective cells **(Cells CM47:CM83)** turn red.

7. SECTION F – INDICATORS

This section provides information on the outputs and results which are expected to be achieved with the project proposed.

Priority Axis:

The priority axis under which the specific project is proposed is automatically filled in based on the relevant information provided at the Project Identification Section (Section A) of the Application Form.

Measure: The measure, under which the specific project is proposed, is automatically filled in based on the relevant information provided at the Project Identification Section (Section A) of the Application Form.

Output Indicators:

Outputs are tangible and visible results or products relating to project activities. Outputs are quantified through the use of indicators. Expected project outputs will contribute to the aims of the specific Priority and / or Measure. Output indicators are measured in physical or monetary units.

- **Indicators:** The output indicators defined in the Programme for the specific Priority Axis are filled in automatically.
- **Unit of Measurement:** Output indicators are measured in physical or monetary units. The measurement units of the predefined output indicators are automatically filled in based on the information provided above.
- **Target:** Please specify the targeted value of each output indicator that corresponds to the project.

Output Indicators Priority Axis 1: Enhancement of cross-border economic development		
Measures	Indicator	Measurement
Measure 1.1 : Economic Development	No of projects respecting at least one of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	No of projects respecting at least two of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	No. of Projects contributing to Cross Border Economic development	Number
	Number of projects	Number
	Number of research and relative actions that contribute to the improvement of the quality of life and have an environmental added value (including eco-innovation	Number

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	actions)	
Measure 1.2 Enhance Human Resources	No of projects respecting at least one of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	No of projects respecting at least two of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	No. of Projects contributing to Cross Border Economic development	Number
	Number of projects	Number
	Number of research and relative actions that contribute to the improvement of the quality of life and have an environmental added value (including eco-innovation actions)	Number
Measure 1.3 Promote Sustainable Tourism	No of projects respecting at least one of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	No of projects respecting at least two of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	No. of Projects contributing to Cross Border Economic development	Number
	Number of projects	Number
Measure 1.4 Protect human life	No of projects respecting at least one of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	No of projects respecting at least two of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	No. of Projects contributing to Cross Border Economic development	Number

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	Number of projects	Number
	Number of research and relative actions that contribute to the improvement of the quality of life and have an environmental added value (including eco-innovation actions)	Number

Output Indicators Priority Axis 2: Enhancement of environmental resources and the cultural heritage of the programme area		
Measures	Indicator	Measurement
Measure 2.1 Promote and protect the environmental resources of the area	No of projects respecting at least one of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	No of projects respecting at least two of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	Number of projects contributing to the Enhancement of the environment and natural and cultural resources	Number
	Number of projects	Number
	Interventions in protected areas	Number
	Number of projects related to risk prevention and response to natural, technological and environmental disasters	Number
	Number of research and relative actions that contribute to the improvement of the quality of life and have an environmental added value (including eco-innovation actions)	Number
	Waste Management projects	Number
	Number of urban environment interventions (restorations, refurbishments, etc.)	Number
	Flood prevention projects	Number
Measure 2.2	No of projects respecting at	Number

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Promote and protect the natural and cultural heritage of the area	least one of the following criteria: joint development, joint implementation, joint staffing, joint financing	
	No of projects respecting at least two of the following criteria: joint development, joint implementation, joint staffing, joint financing	Number
	Number of projects contributing to the Enhancement of the environment and natural and cultural resources	Number
	Number of projects	Number
	Interventions in protected areas	Number
	Number of urban environment interventions (restorations, refurbishments, etc.)	Number

Result Indicators:

Results refer to the immediate impacts derived from the project implementation. Project results must refer to the objectives of the specific Priority Axis or Measure. Results are quantified through the use of indicators. At least the indicators set out in the Programme must be used. If deemed necessary for better presentation of the results of the proposed project, additional indicators, besides those described in the Programme, may be used.

- **Indicators:** The result indicators defined in the Programme for the specific Priority Axis are filled in automatically based on the table below:
- **Unit of Measurement:** The measurement units of the predefined result indicators are automatically filled in based on the information above.
- **Target:** Please specify the targeted value of each result indicator that corresponds to the project.

The Result Indicators for each Axis are provided in the following tables:

Result Indicators		
Priority Axis 1: "Enhancement of cross-border economic development"		
Measures	Indicator	Measurement
Measure 1.1 : Economic Development	Contributions to the economic development of the eligible border area	Number

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Measure 1.2 Enhance Human Resources	Contributions to the enhancement of the local Human Resources	Number
Measure 1.3 Promote Sustainable Tourism	Contributions to the tourism development of the eligible border area	Number
Measure 1.4 Protect human life	Contributions to the protection of human life of the eligible border area	Number

Priority Axis 2: Enhancement of environmental resources and the cultural heritage of the programme area		
Measures	Indicator	Measurement
Measure 2.1 Promote and protect the environmental resources of the area	Contributions to the protections and promotion of the environment	Number
Measure 2.2 Promote and protect the natural and cultural heritage of the area	Contributions to the protection and promotion of the natural and cultural heritage	Number
	Number of cultural sites promoted (museums, monuments, archaeological sites, tourist recreation parks etc.)	Number

8. SECTION G – CHECKLIST FOR SUBMISSION

This section provides a checklist of requirements that have to be fulfilled before officially submitting the project proposal. Please make sure that you have fulfilled all of the requirements listed in that section by clicking on each checkbox, before submitting the documents.

2.5 Submission Procedure

In order to submit a project proposal, potential beneficiaries / Applicants must refer to the Applicant's Pack and all relevant documents annexed to the specific Call for project Proposals. Project Proposals should be submitted in accordance to the guidelines provided in the relevant Call for proposals and the Project Manual.

All documents should be valid at the date of submission of the Project Proposal.

2.6 Evaluation Procedure

After submission, each project proposal will be subject to a two-phase evaluation procedure carried out by the Joint Technical Secretariat. In order to carry out the evaluation procedure, the JTS may be assisted by external experts (assessors). The procedure, as well as the criteria for the selection of these experts will be mutually agreed by the participating countries and will be approved by the Joint Monitoring Committee. The cost for the engagement of those experts will be paid by the Technical Assistance Budget of the Programme. In case there will be danger of EU funds loss due to contracting and expenditure deadlines, the option of establishing a Joint Evaluation Team will be considered.

1st phase: Administrative and eligibility requirements

Projects will be checked for their **administrative compliance** and **eligibility criteria**, in order to ensure that they fulfill the administrative and eligibility requirements of the Programme.

- **Administrative compliance:** It confirms that a proposal has been submitted within the deadline set; the Application Form has the official format specified by the Managing Authority, is complete and meets all the requirements set in the respective Call; all the required documents are properly filled in, signed, stamped and attached to the Application Form. This is an on-off procedure. Projects, which fail to fulfill the above requirements of the Programme, will be rejected.
- **Eligibility criteria:** These criteria examine whether the proposal fulfils the minimum requirements for being eligible for funding by the Programme. These requirements are, for instance, the structure of the cross-border partnership, the general compatibility with the Programme objectives and principles, the co-financing requested, etc. Proposals which do not fulfill the eligibility criteria will be rejected. Additional information is requested from applicants only in case of permitted errors agreed between the two countries and approved by the Monitoring Committee.

2nd phase: Quality assessment of the projects

Only projects that demonstrate administrative compliance and satisfy the eligibility criteria will be subject to **quality assessment**. The quality assessment is based on a scoring system and concludes with a ranked list of all the project proposals that have passed successfully the 1st phase. During this phase,

proposals are evaluated using **core selection criteria**. These entail evaluating the nature of the proposed project, its relevance with and contribution to the Operational Programme's overall objectives, its timeframe, viability, sustainability and results in the eligible territory, the cross border cooperation and capitalization, the quality of the cross-border partnership, as well as the monitoring, management and evaluation methodology proposed.

The Core selection criteria are divided into:

- **Content-related criteria** (relevance of the proposal, quality of results, sustainability, innovation, cross border cooperation and capitalization) and
- **Implementation-related criteria** (quality of the partnership, quality of the methodological approach, budget and finance).

The projects that are subject to the Quality assessment will also be assessed for their environmental impact.

The exact criteria of project evaluation and the scoring methodology are described in the 'Selection Criteria', which is a component of the Application Pack. Potential applicants are encouraged to study this document, prior to deciding to submit a project proposal.

The evaluation procedure is described in Annex I, Project Selection Criteria.

3. Project Implementation Manual

3.1 Contracting of a Project

On the basis of the Joint Steering Committee's decision (selected project proposals), the Managing Authority as well as the European Delegation in Skopje shall sign the relevant contracts with the Financial Lead Partners as well as with the Overall Lead Partner of the projects, as described earlier.

The completed and signed Partnership Agreement of each project must be submitted to the JTS in order to proceed to the signature of the Subsidy Contract. In case a project is approved under conditions, then the revised Application Form must be submitted in due date in order to proceed to the signature of the Subsidy Contract. The revised Application Form is also a prerequisite for the signing of the relevant Contracts.

After contract signature, JTS may request a procurement plan for Greek partners and an indicative Action plan for implementing the Action for IPA partners.

3.2 Information and publicity requirements for projects

In order to complement and strengthen the measures set up in the Programme's Communication Plan, an important role will be played by the projects themselves. In order to achieve efficient communication, commitment from all projects is necessary.

Greek project beneficiaries are asked to follow the Information and Publicity Guide (version December 2012) and IPA project beneficiaries will follow the Communication and Visibility Manual for EU External Actions. Both documents are available at <http://www.ipa-cbc-programme.eu/downloads/communication-tools-outputs>

Projects shall inform the public about the assistance obtained from the European Union and ensure that those who take part in the operation have been informed of the funding source. These requirements will be further explained in seminars for Lead Partners of approved projects, and backed up by information on the Programme's website.

Communication measures envisaged at project level should take into account the nature, the size and the capacity of the relevant project. Project teams are advised to appoint a member to be in charge of communication and information activities which should assist in giving more impetus to their communication measures.

Thus, project partners shall develop and implement a communication plan (submitted to the JTS with the first progress report), which will include the realization of at least the following mandatory outputs:

- creation and use a project logo and slogan;
- setting up (within the first six months after the subsidy contract is signed) of a project website and keeping it online for a period of at least two years after project closure;
- publication and dissemination of at least one brochure presenting the project results;
- organisation of a public final event.

The project communication plan is a strategic tool with the purpose of raising awareness about the project, disseminating its results and ensuring an efficient communication among the project partners. In addition to project specific target groups, the communication activities shall also be addressed, to the media and the general public, in order to disseminate to wider audience interesting information about the project.

3.3 Reporting procedures

The Overall Lead Partner is the Lead beneficiary in accordance with art 96 of Commission Regulation (EC) 718/2007 for the project. It is responsible for the submission to the Joint Technical Secretariat (JTS) of progress reports on the entire project implementation in accordance with the timetable referred to, in the approved Application Form and the Project Manual as in force.

Prior to filling in a progress report, the Overall Lead Partner will collect the expenditure made by all project partners including itself. Expenditure of the Greek partners must be accompanied by the relevant verifications signed by the competent controllers. The verified expenditure of these partners must be attached to the relevant progress reports. The Overall Lead Partner will use the official forms (Progress Reports), which are provided by the MA/JTS.

If the Project Partners delay in submitting to the Overall Lead Partner their activity and financial reports, the Overall Lead Partner will still abide by the deadlines for submission, updating and sending to the Joint Technical Secretariat the reports when the missing information becomes available. However, should the Project Partners delay in submitting to the Overall Lead Partner their table of verified expenditure, the Overall Lead Partner will add the missing information to the statement of the next reporting period. All reports must be submitted in English, which is the official language of the Programme.

The Joint Technical Secretariat receives and processes progress reports, together with the necessary supporting documents. The Managing Authority has the final responsibility of providing its consent to the competent Authorities, in order to initiate the payments to the Greek Financial Lead Partner (see also section 3.5).

The Joint Technical Secretariat, Managing Authority, Certifying Authority, the National Coordinators, and the European Commission may at any time ask for supplementary information concerning payments or the project itself.

Considering that payments of European Union's contribution to the Greek Financial Lead partners are made by the European Commission in accordance with the European Union's provisions concerning the budget commitments of the Structural Funds, the Overall Lead Partner will submit a progress report to the JTS **every three months** in accordance with the following schedule

Reporting Periods	Deadlines for the submission of progress reports
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January - March	20 th of April of the respective year
April - June	20 th of July of the respective year
July - September	20 th of October of the respective year
October – December	20 th of January of the respective year
Final Report	Together with the last progress report

As indicated in the above table, the deadline for the submission of the Progress Report is 20 days from the end of the Reporting Period. Partners should send the expenditure of each month to the designated controller according to the reporting period.

Interim progress reports may be requested by the JTS/ Managing Authority of the Programme for financial management reasons at any stage.

Partners from the former Yugoslav Republic of Macedonia should also refer to the reporting requirements and obligations for supporting documentation described in Grant Contract between the EU Delegation and the IPA Financial Lead partner.

[3.4 How to fill in the Progress Report](#)

COVER PAGE

Progress Report No. Please fill in the field (the progress report number indicating the number 1 for the 1st Progress Report, the number 2 for the 2nd Progress Report etc).

Date of submission Please fill in the field the date of submission in appropriate form (the correct date format must be used: dd/mm/yyyy, eg 20/01/2014).

MIS Code: The Overall Lead Partner will be informed by the JTS for the Management Information Code, which will be filled in this field by the Overall Lead Partner.

Project Title Please insert the full name of the Project in English, as stated in the approved Application Form.

Project Acronym Please insert the Acronym in English, as stated in the approved Application Form.

SECTION 1: GENERAL INFORMATION³

³ In case of change in the contact details of the Legal representative, the Project manager and the financial manager, please provide the updated information.

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Priority Axis: Please choose from the drop-down menu the title of the priority axis of the Programme in the frame of which the project has been approved.

Measure: Please choose from the drop-down menu the title of the measure relevant with corresponding priority axis of the Programme in the frame of which the project has been approved.

Project title: Title of the project (Automatically filled in).

Project acronym: Acronym of the project (Automatically filled in).

Subsidy Contract number: Please insert the Subsidy Contract Number, as declared in the Overall Contract.

Overall Lead Partner: Please insert the full name of the institution in English, as stated in the approved Application Form.

Country of Overall Lead Partner: Please choose from the drop-down menu the country of origin of the Overall Lead partner, as stated in the approved Application Form.

Lead Partner: Please insert the full name of the institution in English, as stated in the approved Application Form.

Country of Lead Partner: Please choose from the drop-down menu the country of origin of the Lead partner, as stated in the approved Application Form.

Partner Institution (Full Name): Please insert each partner's institution full name in English.

Country: Please choose from the drop-down menu the country of origin of each partner.

Total Approved Budget (according to the AF): Please insert the total approved budget of each partner as stated in the approved Application Form.

Legal Representative: Applicable only to the Lead Partner. Please provide the name, position in the organization and contact details of the legal representative of the Lead partner, as stated in the approved Application Form.

Project Manager: Applicable only to the Lead Partner. Please provide the name, position and contact details of the person nominated as the Project Manager. The person responsible for the project should be a staff member of the Lead Partner or an External Manager who has an overall picture of the project implementation.

Financial Manager: Applicable only to the Financial Lead Partner. Please provide the name, position and contact details of the person nominated as the Project Financial Manager who is responsible for monitoring all financial aspects related to the project's implementation. The same person can be designated as both Project Manager and Financial Manager. If the person designated as Project /

Financial Manager is permanent staff of the partner, the designation can be done at the stage of presenting the Application Form.

Reporting Period:

Start: Please insert the date that the reporting period starts (the correct date format must be used: dd/mm/yyyy, eg 01/10/2013).

End: Please insert the date that the reporting period ends (the correct format must be used (dd/mm/yyyy, eg 31/12/2013).

Project Duration:

Start: Please insert the date that the project starts (the correct date format must be used: dd/mm/yyyy, eg 01/10/2013).

End: Please insert the date that the project ends (the correct format must be used (dd/mm/yyyy, eg 31/03/2015).

Duration: This field is automatically calculated given the values inserted in the two previous fields.

SECTION 2 - PROGRESS ACTIVITY REPORT

2.1 Summary of the project's achievements so far (max. 2000 characters, 1000 characters in each box)

Please describe the main achievements from the start of the project until today with reference to the relative work packages, actions, outputs and results. This section should include the experience gained and the added-value of cooperation.

2.2 Summary of the project's achievements during this reporting period (max. 1500 characters, 1000 in the first box and 500 in the second one)

Please describe the main achievements of the project during the current reporting period.

2.3 Analytical description of the implemented actions, outputs and results during this reporting period with reference per work package and partners' involvement (max. 4000 characters, 1000 characters in each box).

Please describe the implemented actions, outputs and results during this reporting period referring to the achievements made in each work package. Please, also describe the involvement of partners in the implementation of the project during the current reporting period.

2.4 Next steps to be taken for the project's implementation (max. 1500 characters, 1000 characters in first box and 500 in the second one).

Please describe your work planned for the following implementation period. Was the involvement of partners according to the plans or did you encounter any problem?

2.5 Problems encountered and proposed solutions (max. 1500 characters, 1000 in the first box and 500 in the second one).

Please refer to any problems encountered in the implementation of the project, mentioning the measures taken to overcome them. In case the problems are not dealt with, please indicate the proposed solutions.

2.6 Changes in the Implementation (max. 1500 characters, 1000 in the first box and 500 in the second one).

Please state if you consider making any modifications of the approved Application Form. The project implementation must strictly follow the implementation plan of the approved Application Form. Under no circumstances changes should be made without the knowledge and approval of the MA/JTS while important changes may require the submission of a revised application form. Furthermore, important changes/modifications of the project may require the approval of the Programme Steering Committee. Please follow the instructions provided in the Project Manual as in force.

SECTION 3 - INDICATORS

Priority Axis: Priority axis field is automatically completed.

Measure: Measure field is automatically completed.

3.1. Output indicators

Indicators: Indicators for the specific priority axis and measure are automatically filled in.

Unit of Measurement: Units of Measurement for each indicator are automatically filled in.

Target Value (according to application form): Please specify the target value of each output indicator as stated in the approved Application Form.

Achieved Value (current reporting period): Please fill achieved value of each output indicator for current reporting period.

Total Cumulative value: Please fill in the total cumulative value for all reporting periods, from the beginning of the project until the end of the current reporting period.

3.2. RESULT INDICATORS

Indicators: Indicators for the specific priority axis and measure are automatically filled in.

Unit of Measurement: Units of Measurement for each indicator are automatically filled in.

Target Value (according to application form): Please specify the target value of each output indicator as stated in the approved Application Form.

Achieved Value (current reporting period): Please fill in the achieved value during the particular reporting period.

Total cumulative value: Please fill in the total value of the result achieved from the beginning of the project until the end of the current reporting period.

3.3 IMPACT INDICATORS

Indicators: Indicators for the specific priority axis and measure automatically filled in.

Unit of Measurement: Units of Measurement for each indicator are automatically filled in.

Value: Please choose from the drop-down menu the impact in current reporting period.

SECTION 4 - FINANCIAL REPORT

Number 4.1 Implementation of actions

Please state the deliverables implemented within the specific reporting period using the table provided. Actions started in one and finishing in another Reporting Period should be declared in all respective periods. If more than one partner is involved in the development of a deliverable, please use as many lines as the number of involved partners per deliverable. In this table you can add as many lines as you wish.

- **Action No:** Please insert the number of Action as stated in the approved Application Form.
- **Deliverable No:** Please insert the Deliverable number as stated in the approved Application Form.
- **Deliverable Title:** Please insert the Deliverable title (description) of the specific deliverable as stated in the approved Application Form.

- **Start:** Please insert the **start date for the implementation of the specific deliverable** (the correct date format must be used: dd/mm/yyyy, e.g. 05/05/2012) according to the approved Application Form.
- **End:** Please insert the **end date for the implementation of the specific deliverable.** (the correct date format must be used (dd/mm/yyyy, e.g. 31/07/2013) according to the approved Application Form.
- **Partner No:** Please state the partners responsible for the implementation of the specific deliverable as stated in the approved Application Form.
- **Approved Budget:** Please state the approved budget for the specific deliverable and the specific partner according to the approved Application Form.
- **Contracted Budget:** Please state the contracted budget for specific deliverable and the specific partner (both outsourcing and in-house implementation are included).
- **Expenditure paid out during this reporting period:** Please state the expenditure paid out during this reporting period for the specific deliverable and partner.
- **TOTAL expenditure paid out including this reporting period:** Please state the TOTAL expenditure paid out including this reporting period for the specific deliverable and partner.
- **Verified expenditure during this reporting period:** Please state the verified expenditure during this reporting period for the specific deliverable and partner.
- **TOTAL verified expenditure including this reporting period:** Please state the TOTAL verified expenditure including this reporting period for the specific deliverable and partner.

If expenditures for a specific deliverable are paid out during the current reporting period but there are no verifications yet, all the columns of the table must be completed apart from the columns "Verified expenditure during this reporting period" and "TOTAL Verified expenditure including this reporting period". If expenditures for a specific deliverable are verified during the current reporting period but they were paid out in previous reporting periods, all the columns of the table must be completed apart from the column "Expenditure paid out during this reporting period".

4.2A Project costs per partner, work package, actions and categories of eligible expenditure for verified costs only

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Please indicate all **verified** expenditure within the specific Reporting Period and in total since the beginning of the project per each project partner regardless of when it's been incurred or paid out. In case there is no verified expenditure during this reporting period for a specific work package/action, please do not complete the columns of the categories of eligible expenditure (staff cost, overheads etc.), but only the columns Partner No., Work Package, Action and TOTAL verified expenditure including this reporting period. The Working Packages and Actions rows will be filled in, for each of the participating Partners.

- **Partner No:** Indicate for each Partner verified costs per Work Package, Action and Category of Expenditure.
- **Work Package:** Please fill in the Work Packages involving the specific Partner, as stated in the approved Application Form.
- **Actions:** Please fill in the Actions involving the specific Partner, as stated in the approved Application Form.
- **Staff Costs:** Please fill in the Verified Costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Overheads:** Please fill in the Verified Costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Travel and Accommodation:** Please fill in the Verified Costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **External Expertise and Services:** Please fill in the Verified Costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Equipment:** Please fill in the Verified Costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Investments/Infrastructure:** Please fill in the Verified Costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Other:** Please fill in the Verified Costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Verified expenditure during this reporting period:** The total verified expenditure will be automatically calculated from the data filled under the particular category of expenditures for the specific partner and specific work package/Action that have been verified during this reporting period.
- **Total Verified expenditure including this reporting period:** Please fill the total amount of expenditures concerning each specific partner and

work package/action that have been from the beginning of the project until the end of the current reporting period.

4.2.B Project costs per partner, work package, actions and categories of eligible expenditure for paid out costs only.

Please indicate all expenditure paid out within the specific Reporting Period and in total since the beginning of the project per each project partner regardless of whether it's been occurred and regardless of whether it is verified or not. In case there is no paid out expenditure during this reporting period for a specific work package/action, **please do not complete the columns of the categories of eligible expenditure** (staff cost, overheads etc.), but only the columns Partner No., Work Package, Action and TOTAL expenditure paid out including this reporting period.

- **Partner No:** Indicate for each Partner paid out costs per Work Package, Action and Category of Expenditure.
- **Work Package:** Please fill in the Work Packages involving the specific Partner, as stated in the approved Application Form.
- **Actions:** Please fill in the Actions involving the specific Partner, as stated in the approved Application Form.
- **Staff Costs:** Please fill in the paid out costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Overheads:** Please fill in the paid out costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Travel and Accommodation:** Please fill in the paid out costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **External Expertise and Services:** Please fill in the paid out costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Equipment:** Please fill in the paid out costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Investments/Infrastructure:** Please fill in the paid out costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Other:** Please fill in the paid out costs under the particular category of expenditure for the specific partner and specific Work Package/Action.
- **Expenditure paid out during this reporting period:** The total expenditures paid out will be automatically calculated from the data filled under the particular category of expenditures for the specific partner and

specific work package/Action that have been verified during this reporting period.

- **Total Expenditure paid out including this reporting period:** Please fill the total expenditures paid out concerning each specific partner and work package/action that have been from the beginning of the project until the end of the current reporting period.

4.3 Verified and Paid Out Expenditure per Partner

This table indicates the verified and paid out expenditures per partner, using the information provided in the previous tables and all tables are automatically filled in.

4.4 Project funding per partner and source for verified expenditure in this reporting period.

This table indicates the project funding per partner and source for verified expenditure during this reporting period.

Additionally, this table provides information comparing the verified and paid out expenditures during this reporting period with the budget for the respective reporting period.

- **All Columns apart 6** are automatically filled in.
- **"Budget for the respective reporting period"**. Please fill in column 6 "Budget for the respective reporting period" ensuring that the information provided is in line with the table "Budget per reporting period and partner" that you have already sent to JTS .

The Joint Technical Secretariat should be informed if the already sent table "Budget per reporting period and partner" needs modification.

4.5 Project costs per year and partner.

Only the tables with respective years of implementation activities have to be filled in. Please indicate all verified expenditures per year and partner (column 4), as well as the approved budget for the respective year (column 5) according to the application form. In the last table for all years of the implementation, all data is calculated automatically in.

4.6 Deviations from the original plans (max. 1500 characters, 1000 in the first box and 500 in the second one).

Please explain and justify any financial deviations that occurred in this reporting period such as any over- or under-spending compared with the original budget by budget line.

SECTION 5 - PUBLICITY

Please state the measures of publicity and/or measures of diffusion of information that have been carried out according to the approved Application Form, as well as

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any additional ones developed during this reporting period. Have EC requirements on information and publicity measures acknowledging EU assistance been complied with?

- **Table for YES** (max. 1500 characters): If yes, give details and send proofs of publicity along with the Progress Report (e.g. entries in the media, articles, albums, etc.).
- **Table for NO** (max. 1500 characters): If no, please provide an explanation.

Please attach all First Level Control Verifications for all partners from Greece. The Overall Lead Partner must attach the First Level Controller Accreditation Certificate for all partners from Greece.

In the former Yugoslav Republic of Macedonia, the first level control is performed by an approved external auditor who, following the Contract conditions, presents to the Contracting Authority an Expenditure Verification Report on the eligibility of all expenditure independently from the submission of the Progress report.

3.5. Payments /cash flows

For Greek Partners, payment requests for project expenditure actually made will derive from the relevant reporting period progress reports. Payment of the eligible preparation costs, as specified in chapter 2.3.2 of this manual, will be included in the first progress report. Payments are made subject to the approval of progress reports by the Managing Authority.

Cash flows in Greece

Following the approval of the progress reports, the Certifying Authority will transfer the European Union's contribution to an interest-free bank account indicated by the Greek Financial Lead Partner in the application form. Payments from the Certifying Authority to the Financial Lead Partner will be made in euro. The Financial LP shall further transfer the respective European Union's contribution to the Greek PPs within one month of its receipt. The amounts will be paid according to the flow of funds from the European Commission.

Cash flows in the former Yugoslav Republic of Macedonia

The European Union's Contribution for IPA FLPs is going to be paid by the EU according to Article 15 from the General Conditions applicable to European Union,

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Financed Grant Contract for External Actions (Grant Contract to be signed between the DEU and IPA FLPs.).

The Financial LP shall further transfer the respective European Union's contribution to the PPs from the former Yugoslav Republic of Macedonia within two weeks of its receipt.

The amounts will be paid according to the flow of funds from the European Commission.

National Contribution

The State co-financing plus the Own Contribution equals the National Contribution for each country.

For Greek Partners the national contribution equals State Contribution (25%) and will be granted through the Public Investments Programme (Greek Partners will not provide own Contribution to the project's budget). For Partners from the former Yugoslav Republic of Macedonia, the 15% contribution will be financed from own resources, or from sources other than the European Union budget or the European Development Fund.

3.6 Project modifications

Introduction

During the lifetime of a project internal or external causes may bring minor or major changes. Nevertheless, in order to secure success during the implementation phase, partners need to follow a structured form with a precise time table and well defined actions and results. The Application Form describes each project in detail providing specific information such as timetable, financial information, budget forecasts etc. The Application Form together with the Contracts signed and Partnership Agreement provide the basis for project implementation.

The Programme's Joint Steering Committee approves projects based on the information provided in the Project Proposal comprising the Application Form and annexed documents. Therefore, Lead Partners and Project Partners are expected to follow the terms of the Contracts signed. Changes occurring during the lifetime of a project in general should not affect this basis. In addition, changes to the nature of the project and in particular to the objectives and the expected results are, in principle, not allowed. Nonetheless, there may be cases where project modifications are necessary.

According to the type and scale of budget changes different procedures are applied. Although procedures are similar, changes affecting project partners are implemented following different rules and procedures, as presented in the following lines.

I. Rules and procedures related to modifications of Grant Contracts (modifications affecting IPA project partners)

Two main categories of project changes related to Grant Contracts can be distinguished:

- *minor modifications* where a simple notification to the Contracting Authority (the Delegation of the European Union in Skopje) is sufficient,
- *Other modifications* where a prior approval by the Contracting Authority is needed.

1. Minor Modifications (Modifications requiring only a notification to the Contracting Authority)

Where the modification to the Budget or Description of the Action does not affect the basic purpose of the Action and the financial impact is limited to a transfer between items within the same main budget heading including cancellation or introduction of an item, or a transfer between main budget headings involving a variation of 25% or less of the amount originally entered (or as modified by an addendum to the Contract) in relation to each concerned main heading for eligible costs, the IPA Financial Lead Partner (FLP) may amend the budget.

The FLP will inform in writing without delay the Contracting Authority and will copy the information to the Overall Lead Partner, if different, and the JTS.

This method may not be used to amend the headings for administrative costs ('Overhead' costs.) or the contingency reserve.

Reallocation of funds between partners may be accepted only if it does not involve an increase in the European Union's contribution of the project. In any case, the maximum grant referred to in the Grant Contract may not be increased.

Changes in Administrative Information

Changes of address and legal representative, changes of bank account and changes of auditor may simply be notified, although this does not stop the Contracting Authority from opposing the Financial Lead partner's choice of bank account or auditor. Changing the bank account must be stated in the progress

reports. The FLP will inform in writing without delay the Contracting Authority and will copy the information to the Overall Lead Partner, if different, and the JTS.

The Contracting Authority reserves the right to require that the auditor referred to in the Special Conditions of the Contract be replaced if considerations which were unknown when the Contract was signed cast doubt on the auditor's independence or professional standards.

2. **Other modifications** (Modifications requiring an approval by the Contracting Authority)

For all other types of modifications, apart from those under 1) (Minor Modifications), a prior approval is needed. The IPA FLP will submit in written the request for modification with relevant justification to the Contracting Authority and will copy this request to the Overall Lead Partner, if different, and the JTS.

Any such relevant request must, in general, be sent to the JTS and the Contracting Authority/ies, no later than 30 days prior to the date on which the proposed modification is requested to become effective should enter into force, unless there are special circumstances duly substantiated by the Financial Lead partner and accepted by the Contracting Authority.

The Contracting Authority is entitled to grant the approval or dismiss the request, taking under consideration information provided by the Joint Technical Secretariat.

II. Rules and procedures related to modifications of Subsidy Contracts (modifications affecting Greek project partners)

Changes in the Budget and / or the Project Description

The following provisions will apply both to running projects and projects not yet contracted.

During the project lifecycle, due to unforeseen reasons some changes might be necessary in relation to the project implementation bases and conditions, defined in the Subsidy Contract, as well as in the approved Application Form and the Partnership Agreement that are integral parts of the Subsidy Contract.

Depending on the significance of these changes there are different types of project changes and procedures.

The following types of modifications may occur during the implementation period of a project:

- a) Timetable changes - Extension of the project
- b) Reallocations among budget lines , WPs and actions
- c) Content Changes of the project

- d) Budget reallocation between project partners - Change in the Partnership.

Administrative Changes and Timetable rescheduling:

For minor Timetable changes such as rescheduling of activities and/or WPs postponement of a certain action/deliverable a simple notification to the JTS is required. For a change of address or a change of the legal representative of a partner, a simple notice is required. The same applies for changing a bank account; however, the MA reserves the right to object to the choice of the type of account opened by the beneficiary. All aforementioned changes must be stated in progress reports.

1) Minor modifications

The following modifications are possible without previous approval of the JSC and need only the approval of the Managing Authority.

- a) Extension of the date set for closing project implementation activities, if not affecting the achievement of the target set by the n+3/n+2 rule.
- b) Reallocations among budget lines and work packages up to the reallocation limit of 25% of the total Greek budget.
- c) Reallocation of resources between partners from Greece, at the same EU rate of contribution, which may result in a change equal to or less than 10% of the project budget (EU Contribution + National Contribution). Reallocation of funds between partners may be accepted only if it does not involve an increase in the EU contribution of the project.
- d) Certain minor Changes in the content of the project e.g, Change of location of an event or seminar, type of promotional materials created, or any other change that does not affect the defined objectives, outputs and results and do not risk the full completion of the project by the end date. Also, minor Activity break up table changes, e.g modification to specific equipment and modifications/ reallocation among budget of the deliverables and actions.

2) Major Modifications

The following modifications are considered of major character that may have an impact on the objectives of the project and thus they require the approval of the Joint Steering Committee of the Programme.

- a) Changes in the Partnership e.g. drop out or replacement of partners.

- b) Reallocation of resources between partners from Greece, at the same EU rate of contribution, which may result in a change greater than 10% of the project budget (EU + National Contribution). Reallocation of funds between partners may be accepted only if it does not involve an increase in the EU contribution of the project.
- c) Budget reallocation between Budget lines and WPs exceeding the 25% limit of the total Greek budget.
- d) Substantial change in the content of the project e.g cancellation or replacement of an action/deliverable.
- e) Budget modifications decided by the Joint Steering Committee on the basis of sound financial management of the Programme.

Procedure

The Greek Financial Lead partner should immediately contact the JTS and provide a short description of the problem the project/partnership is facing and after a consultation with the JTS, submits the requested documents within 10 days.

In all cases of modification (minor or major) the following documents should be submitted to the JTS by the Greek FLP.

- 1) Request for project modification Form – Justification Letter Signed and stamped by the Greek FLP.
- 2) Confirmation e-mail or Letter by the affected partner addressed to the Greek FLP that describes and agrees with the requested modification.

In case the modification request concerns budget modification among budget lines, WP's and actions, the following additional document should be submitted;

- 3) Budget modification sheet sent by the Greek FLP

In the **Request for project modification justification letters** the Greek Financial Lead Partner is asked to describe the requested change and provide a clear justification for it. The **budget modification sheet** should indicate all changes related to the budget for WPs/Actions and budget lines and should be based on the approved application form.

In case of Minor modification the documents will be evaluated by the JTS and will be forwarded to the Managing Authority of the Programme which decides upon the approval of the request, taking under consideration the opinion of the Joint Technical Secretariat.

In cases of Major Requests, the MA/JTS will forward the request to the Joint Steering Committee (JSC). The JSC will be responsible to approve or dismiss the request, taking under consideration the justification of the FLP and the opinion of the MA/JTS.

The FLP has to inform the OLP – if different – about any modification request and its outcome and the OLP has to report these modifications as changes in the implementation also in the regular progress report.

The JTS will inform the Greek FLP by e-mail or letter regarding the approval or not of the request.

In cases that an Extension of the date set for closing project implementation activities is granted to the Greek partners, an addendum to the Subsidy contract will be signed.

Changes in the Partnership

The partnership is considered as a core feature of a project and, as such, is officially approved by the Steering Committee. Therefore, changes in the partnership should be as much possible avoided and all possible other solutions to solve the problem have to be considered before requesting a partnership change. In any case, partnership changes can only be approved if they are duly justified.

The Change of the partnership may involve either a) withdrawal of a partner without the replacement of a new partner or b) the withdrawal of a partner and the replacement of the partner with a new one. If the withdrawal of one partner in the partnership cannot be avoided, a partner that has equal relevance to the project objectives and outputs and bares the economic and organisational capacity to be able to complete the activities of the project can replace the withdrawn partner.

In case the replacement is not possible and in order to minimise the impact on the project, it is recommended that an existing partner takes over in full or partly the role and activities of the withdrawing partner. As a consequence, this also means that the budget may be partly reallocated. In this case the modification is dealt under the category **Budget reallocation between partners**.

Budget reallocation between partners may occur a) due to changes in the partnership (withdrawal of a partner without replacement) or b) due to incapability of a partner to implement a certain activity and produce the related deliverable. In both cases, one or more partner(s) of the partnership may take over the responsibility of the specific activities and the approved budget of the certain activities will be reallocated to the partner(s) that overtakes the responsibility of the activities.

In case a partner withdraws and the activities and deliverables of the withdrawn partner cannot at all or partly be taken over by either a new or already partner of

the partnership, the total budget is reduced equal to the budget of the original activities and deliverables that are not able to implement.

In the case of Withdrawal of a partner apart from the prerequisite documents **Request for project modification - Justification letter, signed and stamped by the Greek FLP**, the following **additional documents** are also necessary:

- Decision of the partnership (by the collective body of the partnership as described in the partnership agreement and application form –e.g joint Management team, that agrees with /proposes the withdrawal and/or replacement of the partner(s)
- "Letter of withdrawal from the partnership" signed by the partner leaving the project including the date of withdrawal – Applicable in case partner agrees to withdraw his participation to the project.
- New co-financing statement(s) of the affected partner(s)
- New Application form signed and stamped by the Overall Lead Partner.

The partner leaving a project remains fully responsible for all activities that were carried out and the deliverables that were delivered by them until the date of withdrawal.

The necessary documents described in this section will be evaluated by the JTS and will be forward for decision to the Managing Authority, and the Steering Committee.

A notification letter of the MA/JTS of the project concerned is sent to the Lead Partner.

In case of approval the following documents need to be amended:

- a) Partnership Agreement
- b) Activity break-up table (if relevant)
- c) Subsidy Contract and Overall Contract

Substantial change in the content of the project

The Greek FLP should contact the JTS in case the modification in the project that would affect the original objectives, outputs or results. The JTS will advice the Greek FLP to follow the procedure of Major Modification request and submit the modification documents

The Request for project modification together with all necessary documents described will be evaluated by the JTS and will be forward for decision to the Managing Authority, or the Steering Committee.

Budget reallocation between Budget lines and WPs

There is reallocation limit of 25% for reallocation between budget lines and WPS that defines the type of procedure to be followed –minor or major. The Greek Financial Lead Partner is entitled to reallocate the budget between budget lines and WPs from the original total Greek Budget as stated in the approved application.

The reallocation limit of 25% is calculated cumulatively on the basis of the originally Greek budget and separately for the budget reallocations among the work packages and among the budget lines.

The budget part of Activity 1.1.1 Project Preparation that is not used by a project partner cannot be reallocated to other Actions.

It is the responsibility of the Greek FLP to monitor the status of budget reallocations among the work packages and budget lines of the project in relation to the 25% limit.

It is important to note that the **financial implication of changes made in the partnership or in activities / outputs are not considered as a "budget modifications"**. Those budget modifications (e.g. reduction of the overall budget in case a partner withdraws) are considered as a consequence of the concerned change and have to be treated within the same request for modification.

General principles

The modification requests are not limited in number, nonetheless the FLP and project partnership should keep in mind that by signing the Subsidy Contract they are obliged to implement their project according to their approved original application form. None of the modification requests will automatically be approved by the MA/JTS, or JSC, as project modifications will be accepted only in well justified cases.

In Case the provided documentation for any type of modification request is incomplete, or not sufficient the Greek FLP should submit the completed document or any other information requested by the JTS within three days as of the request.

Budget reduction

In case that, twelve months following the signing of the subsidy contract between the MA and the Greek FLP, the verified expenditure as regards the previous year, amount to less than 20% of the total project budget, the Managing Authority reserves the right to consider the possibility of reducing the approved budget of the project following a decision of the Joint Steering Committee of the

Programme on the matter. In this case immediate communication should be made to the Overall Lead partner and project partners.

In case that the European Union's annual contribution (as stated in the Operational Programme) is automatically de-committed by the European Commission, for Greek partners in accordance with art. 166 of Reg. (EC, Euratom) No 1605/2002 and for IPA partners in accordance with the deadlines set in the applicable Financing Agreements, the Managing Authority/ DEU reserves the right to consider the possibility of reducing the approved budget of the project with respect to expenditure not carried out in accordance with the stipulated timetable.

In both cases the Joint Steering Committee, after the proposal of the Managing Authority/ DEU, may decide to reduce the budget of the project. If the reduction of the project budget is decided, the subsidy contract and respective annexes will be modified accordingly.

In addition to the above cases, the MA/JTS may seek the approval of the JSC in exceptional requests or when it is deemed necessary to obtain approval of the JSC.

3.7 Projects' closure procedure

In order to complete the project properly, the partners (especially the OLP) have to follow certain procedures:

The OLP is responsible to submit the **Project Final Report** (PFR, standard form provided) to the JTS. The **PFR** will be submitted to the JTS three (3) months after all project expenditures have been properly verified (for IPA partners after approval of the Final Narrative and Financial Report by DEU and for Greek partners, after the issuance of all certificates of verified expenditure).

The Project Final Report consists of:

- ✚ **the main Body of the PFR**, which provides all the necessary information on the performance, results and impacts of the entire project. Projects are instructed to place significant emphasis on the project added value, highlight the benefits produced by the project outcomes on the various target groups within the Programme area, highlight how cross-border cooperation has contributed to attaining the expected results and should include a detailed description of the measures foreseen in order to ensure their durability
- ✚ **Annex A** - The final Application Form must be completed with all the information, updated according to the actually implemented activities.

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The fields are the same as in the project AF with the exception of the "Maturity of the Project", which should not be completed. All tables related to the budget must be filled in with the **actually verified costs**. For the sections already presented in the PFR (i.e. Information and publicity, Sustainability of results, Added value, Impact on target groups) beneficiaries provide just a brief description.

-  **Annex B** - Publicity Materials. Include any kind of visual materials / products that could be used in various communication events on transnational and national level. These could be project publications, posters, brochures, newsletters, indicative photographs, pictures, illustrations that could be integrated in a Programme brochure, or any other audio/video material. All the above should be delivered in electronic format (CD/DVD) and hard copy (when requested by the JTS). The material of the report will be used by the MA and the JTS: for disseminating and communicating the Programme's outcomes and for improving the implementation procedures on a project and Programme level.

The Project Final Report and Annex A must be submitted both electronically (for a prior check and approval) and in hard copy, signed and stamped by the Legal Representative of the Overall Lead Partner

For the Greek Partners:

1. According to the Decision taken in the 5th Joint Monitoring Committee, projects should invoice all expenditure until the end date of the Subsidy Contract and pay out - conclude all pending financial issues (social security contributions, taxes, invoiced payments to the contractors, etc.) within four months. In exceptional and well justified cases, the aforementioned four-month period is extended till the final payment of the incurred expenditure.

2. After the end date of the Subsidy Contract, the JTS/ Managing Authority may accept verification of expenditures which are not in line with the Application form in force, when;
 - There is no change in the deliverables as described in the Application Form
 - The total budget of each Greek partner does not exceed the approved budget

3.8 First Level Control

In Greece, there is a centralized system of expenditure verification as described in the Ministerial Decree 9771/DIOE/470/20-2-2009. In the former Yugoslav Republic of Macedonia, the first level control is performed by an approved external auditor who, following the Contract conditions, presents to the Contracting Authority an Expenditure Verification Report on the eligibility of all expenditure incurred under the contract.

ANNEXES

- I. Project Selection Criteria**
- II. Partnership Agreement**
- III. Contracts**
- IV. Progress Report**
- V. Specification of Budget Costs and the accompanying
'Justification of the Budget and its costs' and 'Sources of
Funding'**
- VI. Guidance on Management Verifications**
- VIa. Ministerial Decision YPASVD**
- VIb. Ministerial Decision YPASVD amendment**