Hungary-Croatia
Cross-border Co-operation Programme

Interreg
European Regional Development Fund
EUROPEAN UNION

DEvelopment of Strategic
cross-border COoperation between Letenye, Ludbreg and Prelog

Manual for project management

Project
"Development of strategic cross-border cooperation between Letenye, Ludbreg and Prelog"
DESCO

Ludbreg
2019

A cross-border region where rivers connect, not divide

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The role of this manual is to direct the applicant and present the steps of the preparation of project proposals and thus facilitate the registration on application itself. The Manual in no way replaces the rules and provisions of Guidelines for Applicants, Grant Agreement and its Annexes, Common National Rules or Legislation in Republic of Croatia, but it represents their informal and simiplified explanation and possibilites of usage in practical terms.

The terms used in this manual have gender significance, regardless of whether they are used in a male or female term and include equallity of genders.

This manual provides information and tools to all stakeholders about Calls for Proposals, Project Topics and Value of Grants and how they can be submitted in order to strengthen stakeholders capacity for effective reporting and implementation of Grant Agreements and projects.

Given that there are many sources of funding and programs, this manual will provide a clearer way of developing projects to those most frequently used, such as the European Structural and Investment Funds, INTERREG programs and the Union Programs (Europe for Citizens, Erasmus Plus, Horizon 2020, COSME - Entrepreneurship and SME Competitiveness Program etc.).

1. PREPARATION OF A PROJECT

The process of initial project preparation consists of two steps.
These are:

a) Monitoring of public calls and tenders
b) Preliminary control of eligibility

Both steps are described below.

1.1. Monitoring of public calls and tenders

The first step in the preparation of project application for co-financing from EU funds is to determine the optimum external sources of funds and to compare them to the needs and objectives of the planned project. This means that public calls and tenders published on the official website of the competent bodies (ministries, funds, agencies) or information portals (European Structural and Investment Funds, European Funds and others) should be regularly monitored.

For a successful follow up of all publications, it is necessary to have a clear idea of the project that is to be funded. With predefined elements, it will be clearly established whether the project is complementary with announced or published public call and whether the call meets expected needs and desired co-financing.

In order for a person in charge of tracking possible funding sources in a "forest" of information, we have already recommended the follow up of several portals, which are the most common and primary sources of information and provide accurate announcements of future calls and tenders. Here are links to their official websites:

- Europski strukturni i investicijski fondovi: www.strukturnifondovi.hr
- Središnja agencija za financiranje i ugovaranje: www.safu.hr
- Fond za zaštitu okoliša i energetsku učinkovitost: http://www.fzoeu.hr/
- Europski fondovi: http://europski-fondovi.eu/natjecaji
- ITERREG EUROPE: http://europski-fondovi.eu/program/interreg-europe
- INTERREG MED: https://interreg-med.eu/
- INTERREG DANUBE: http://www.interreg-danube.eu/calls/calls-for-proposals

- o INTERREG CENTRAL: https://www.interreg-central.eu/Content.Node/discover/programme.html

In addition to portals and web pages for the follow-up of the call announcement, the project applicant must pay attention to the portals for application, namelyin Croatia:

- o eFondovi: https://efondovi.mrrfeu.hr/MISCMS/?op=kk&status=Otvoren
- o MIS: https://esif-wf.mrrfeu.hr/

1.2. Preliminary control of eligibility

In order to be able to start with the project application at all, it is desirable to make a preliminary assessment or verification of the eligibility of the applicant and project idea so that there would be no difficulty in the application writing proces.

When monitoring the publications and the tender, it is necessary to compare whether the applicant and the project fulfill the basic elements defined by the tender:

- Checking the Applicant - so check:
  - o Is the applicant eligible for the tender - the tender identifies who can apply (unit of self-government, associations, companies and so on)
  - o Is the applicant fulfilling all the terms of the tender - (he was not in loss, has settled tax obligations, legal representatives were not penalized and so on)
    - o National Classification of activities - whether the activity of the applicant (listed in the National Classification of activities) coincides with the tender for eligible activities,
    - o If the applicant is a company and it it used grants (type, cover costs, etc.) for the last three years from any source of funding, whether national, EU funds or other sources of funding,
  - o If the applicant is a company, information on size oft he company is required along with related business / company data.

Project Checks - Does the project meet the requirements of the tender - so check:

- Does the project fulfill the project objectives?
- Does the Project achive Indicators stipulated by the tender?

– Does the minimum and maximum cost range equals the one stipulated in the tender cost?
– Does the project support the activities set in the tender?
– Does the tender support all the costs that are mentioned in the project?
– Does the project's implementation schedule comply with the stipulated deadline?
– Can the project achieve enough points that are listed on the checklist (if any), according to your assessment?

2. PROJECTS - ESI FONDS

Projects prepared under ESI Funds are reported through eFonds portal https://efondovi.mrrfeu.hr/MISCMS/?op=kk&status=Otvoren and MIS https://esif-wf.mrrfeu.hr/.

2.1. Documentation and preparation of project application

Project documentation is a key element for achieving success in seeking co-financing. Prepared and submitted documentation defines if the project will pass through all phases of the project evaluation process. The applicant has no influence over certain documents and required documentation (for example Judicial Registry Excerpt, GFI-POD for Past Periods, etc.) but that other required documentation determines the ultimate success.

• Documents that require timely preparation:

  o Financial Statements
  o Data on Salary
  oVarious administrative certificates and declarations prescribed by tenders (Tax Certificate, Register information, Legal Certificates, and so on)

• Documents to be developed in detail and with experts in the subject area (feasibility study, CBA, marketing strategy, technical documentation, etc.).

It is advisable to go further in detail through the instructions and other accompanying documentation of each tender in order to compile and expand the "checklist" which will offer additional assurance that the project application will not be disqualified at any stage of the evaluation process.

In the following, we will try to describe the key documentation for project preparation. Primary focus is on the documentation which decides final success in awarding points through qualitative evaluation of the project application. This documentation may differ from competition to competition, but typically contains key documents such as:

- Application form
- Budget
- Feasibility Studies (for Investment in Infrastructure) and Marketing Plan (if appropriate and may also be an integral part of Feasibility study)
- Technical documentation (projects, bills, permits, studies).

All these documents are interrelated so the Marketing Plan (in whole or in part) is a part of the Feasibility Study. Data from the Feasibility study provides information and material for much of the data and descriptions that are required in the Application Form. Also, the technical documentation is important for filling out project description and activities in the Application Form, while the defined costs are used to fill out the Budget Table.

The features of each of the documents listed are shown below.

2.1.1. Application form - project description

The application form contains the following parts:

a. Description of the problem - Identify and describe the negative aspects of the current state that you are trying to solve with the project. The analysis of the problem must provide a basis for developing a set of relevant and targeted project objectives. In the case of investment, the description can also be found in the Investment study or in the Feasibility study.

(Example: Existing IT equipment is old and therefore slower and consumes a lot of electricity, slowing down the work process.)

b. Project goal - Describe goals that show positive aspects of the project after solving the identified problems. General and specific goals should be separated.

o The general goal - related to the project's contribution to long-term development results.

(Example 1: Increasing competitiveness by investing in ICT technology)

o Specific objective: clearly determines immediate benefits or benefits the target group will achieve from project implementation. The action of a specific goal must go in the direction of meeting anc achieving the general goal.

(Example 2: Increasing productivity by buying new IT equipment).

After describing the project and its goals it is necessary to identify the elements of the project itself and its activities. It is therefore advisable to use the LFM, which is a representation of all desired goals, activities, inputs, outputs and project results, ways of measuring them and potential risks.

LFM (Logical framework matrix)

	Objectively measurable indicators of success	*Sources of funds and check*	*Assumptions and Risks*
General goal			*What external factors and conditions must be met in order to achieve the general goal*
Specific goal			*What external factors and conditions must be met to achieve a specific goal*
Expected results			*What external factors and conditions must be met to achieve the expected results*
Activities			*What conditions need to be met to begin implementation of the project*

The logical framework (matrix) is based on the following logic (see previous image):

• If initial conditions are met → it is possible to perform activities

• If activities are implemented and if external factors / conditions are met → the expected results are achieved

• If the expected results are achieved and the external factors / conditions are met → the specific objectives of the project will be achived

• If specific project objectives are achieved and external factors / conditions are met → the overall project goal will be reached

- The objectives / results / activities

The goals, results and activities hierarchically unify the overall content of the project, with activities expected to achieve results. The results should contribute to the achievement of specific goals while specific goals are expected to contribute to achieving the overall project goal. The basic parameter for evaluating activities and results is efficiency (whether activities are performed in a more rational way) and the objectives of effectiveness and relevance (whether the results of the implemented activities have influenced the achievement of the goals). When defining objectives, results and activities, it is important to limit those elements that can be achieved during a project, ie avoiding the definition of an unrealistically large number and types of goals.

- **Indicators**

The Project Logical Framework matrix (LFM) can include the following types of indicators:

• Quantitative (eg number of service users, number of workshops held, number of education, etc.)

• Qualitative (eg user opinions, increased awareness of tolerance, etc.)

• Indicators that point to change in behavior (improved level of compliance with traffic regulations).

The choice of the types of indicators depends on the nature of the concrete project but, as a rule, the logical framework can not be limited to only one type of indicator.

Indicators must directly correspond to the level of the logical framework (activity, results, specific objectives, overall goal) and they are specified (an indicator that is appropriate for the assessment of the implementation of the activity does not have to be adequate for assessing the achievement of the goal to which the activity is devoted).

Indicators can also be divided into:

• Direct (number of users, revenue generated, number of implemented activities, etc.)

• Indirect (percentage of women's participation in activities, percentage of total lifelong learning in relation to total education allocations, etc.)

• Criteria-based indicators (decrease of juvenile delinquency by 20%, increase of local community involvement in financing activities by 30%, etc.). These types of indicators are advised to be cautious as explicitly mandated by the implementer/project user.

Indicators must be:

• Concrete - directly related to activity / result / purpose

• Measurable - the measurement result must be objective and independent of the measuremer - subjective ratings do not produce an adequate indicator

• In direct connection with the project - goals / achievement of results must reflect selected indicators

• Relevant - from the aspect of the necessary cost and method of data collection

• Within a reasonable time - the indicators must be achieved during and / or project implementation. Indicators that can not be timely defined are not adequate.

- Sources and means of verification

Each indicator must be accompanied by an appropriate source of verification. Unless a source of verification is provided, it indicates the weaknesses in the design of the project proposal and possible problems in assessing implementation and defining the impact of the project.

- Assumptions and Risks

Assumptions and risks relate exclusively to external factors (on which an organization can not have an impact). So some assumption or risk of internal nature can be treated as part of the activity or the project. Within the framework of assumptions and risks, all external influences that can cause non-delivery of results or non-realization of goals and planned activities have to be delt with before the project starts. The project designer must include them in the project.

Example:

Project description	Objectively verifiable indicators	Sources of verification	Assumptions
O1. General goal Become a leading company for efficiency and productivity by introducing innovations in manufacturing processes	O1: Become one of the three leading companies in Varaždin County in designing construction of facilities by 2018.	Statistical reports	-

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Purpose of the project: (Specific Goal) SC1: Increase enterprise competitiveness by introducing modern technology for sustainable design of construction objects SC2: Reduce total design time by 25%	SC1: Increase in total realization of contracted jobs by 50% compared to 2013 SC2: The amount of time required to implement the design process is reduced, the initial value is 1 hour: the target reduction is 45 minutes for the same job.	-Records of signed contracts - Company documentation	Encouraging economic and fiscal policy, Stabilize the economic environment, Stabilizing the demand market, Supportive activities for entrepreneurship
Results: Latest technology in sustainable design of facilities with state-of-the-art IT equipment obtained	Technology, other required software, upgrades of existing software, 1 server computer, 2 desktops, 1 tablet, 2 laptops, 9 monitors, 1 laser distance meter, 1 digital recording device, network equipment, 1 plotter, 1 laser printer, 2 employees educated.	-Projects Procurement - A copy of company property (list) -Technical specification of project procurement -Photos of installed equipment in premises of the company	Suppliers comply with specifications and contracted delivery dates
Activites: **A1**- Purchase of a network license for BIM technology **A2-** Purchase of new programs and upgrade of old ones **A3** Education	**Capacity:** - bussines space - equipment - programs - workers	**A1-** Autodesk Building Design Suite "Premium" Network License = 1 pc = 70,000 HRK A2.1. En Cert HR 2010 = 1 kom = 6.000,00 HRK A2.2. V-ray+hardrock = 1 kom = 3.870,00 pieces	The latest state-of-the-art IT equipment is available in the market for the company's needs.

A4. Procurement of IT equipment **A5.** Visibility of the project **A6.** Project management		**Total:** **A3** A3.1. education for Revit 1 person x 1. degree = 1.800,00 HRK A3.2. education for Revit 2 people x II. I III. Degree = 8.000,00 HRK **Total:** **A4.1. Monitors** - Monitor U2713HM = 4 pieces= 15.087,52 HRK - Monitor U2414H = 3 pieces = 5.465,64 HRK - Fujitsu monitor 23 FSC P23T-6T IPS 3D = 1 piece = 1.469,00 HRK *Total =* **Total A3=** **A.5.1.** Tools for visibility 8.860,00 HRK **Total:** **A6-** Counseling - external expert - 3.000,00 HRK **Total:** **Total of project activities:**	

c. Project Implementation Plan - Describe in detail each project implementation element. The element represents a group of activities. It's good to put it in a Word document in the enclosed or similar form and later just make a copy paste in the electronic form of the application. In the descriptive part, data from Elements and project activities will be used. Each element of the project contains the activities to be implemented, the method of implementation, the output indicators (result) and the person's responsibility for the achievement of the element. How to describe the elements of the project is given below.

Elements of the project 1:

Activity 1.1.	*<Name of the activity>*
Logical framework	*<Describe the goal of the activity and the result to be achieved>*
Implementation	*<Describe the steps required for the implementation of the activity>*
Output Indicators	*<Describe output indicators of activity qualitatively and quantitatively>*
Responsibility	*<Specify which members of project team are responsible for which activity, who will supervise and approve deliveries and output indicators>*

Example:

Project Element 1: Procurement of BIM technologies, new programs and upgrade of existing ones

Activity 1.2.	Purchasing BIM technology
Logical framework	BIM (Building Information Modeling) is the latest technology for design in high-rise buildings and other areas of construction, quickly taking over the place of CAD technology, which for many years has been an invaluable tool for engineering design. BIM is a process that follows the building from the conceptual solution through all process analysis, up to maintenance and management after construction, enables significant productivity growth, more precise and detailed project analysis, high-quality collaboration, rapid change, early detection of problems and a range of other benefits that ensure quick return on investment, faster work, more accurate projects, ultimately better buildings.
Implementation	Public procurement, contracting, installation 15-17. month of the project
Output Indicators	1.1 Network license 1 piece x 69.800,50 HRK COST: 69.800,50 HRK (VAT 17.450,12) Total cost: 87.250,62
Responsibility	Project manager

Additionally, for a better set of project elements and defining the dynamics of its performance, it is best to create a gantt chart / implementation schedule. The most accurate tool for creating a gantogram / term plan is Excel. It is best to create an Excel table, which first identifies the months and project activities listed in different columns. After that, each activity should be color marked and defined by number of months (how much time for implementation).

A gantogram is given below.

Example of a gantogram

Elements /activity	E/A	1	2	3	4	5	6	7	8
1. Procurement of IT equipment	E								
- Buying a computer	A								
- Buying a laptop	A								
- Buying a server	A								
2. Procurament of an info program	E								
- Buying windows program	A								
3. Education	E								
4. Project management	E								
- Project manager	A								
- Administrator	A								
5. Public procurement	E								
6. Visibility	E								
- posters	A								

d. Investment description - Describe the intended investment, identify key activities and target groups, describe the location and specify quantitative data (how much planned works will cost or define the cost of recruited personel)

e. The contribution of the project - is usually a compulsory contribution stipulated by the tender and thus the project needs to be set up in that way. If the indicators are not set by the tender, the applicant must specify indicators indicating the achievement of a general and specific goal.

f. Reference documents - it is necessary to explain the importance and relevance of the proposed project in relation to the objectives of the Call for Proposals. It is also necessary to describe and explain the project's integration into strategic documents at European, national, regional and local level. At the national level, it is primarily demonstrated by the consistency of the project proposal with the development strategies of certain activities (tourism, entrepreneurship) and relevant sectoral strategies. Then, regional-level involvement refers to the integration of the project proposal into the counties development strategies where the project will be implemented, while the local level refers to the integration of the project proposal into local plans and / or strategies. For each document, make and explain a link between the document and the goal, priority and measures that the project is trying to achieve.

g. Performance Capacities

- Data related to present business activity: workforce, business resources and sources of funds; physical volume of business; market (buyers, suppliers, competitors); financial performance; performance indicators (which will depend on the type of applicant, whether it is a local unit, association or small, medium or large enterprise).

- Define end describe experience of implementing similar projects and of appropriate/similar value.

- Project management team. For each proposed member of the project team describe the required expertise, qualifications, work experience, competencies and indicate the anticipated engagement of each individual member in implementation of the project (activities to participate, predicted number of days). If a project team has already been appointed at the time of submittion of the project proposal, the resume of the members of the team should be attached to the project documentation.

- About the financial capacity of the applicant - describe from which funds the applicant plans to overcome the time from the payment and withdrawal of funds and how does he plan to secure a certain percentage of his share in the project budget.

h. Sustainability of the Project - Describe how the project results will be realized in the period in which we have stated that the indicators will be realized or will be achieved (eg the Applicant will have 3 new employees who will work on new machines next year after the end of the project).

i. Horizontal issues

- Promoting Equal Opportunities and Social Inclusion - Identify and explain inclusion of measures in the project and identify measurable indicators of achieving progress in promoting equal opportunities and social inclusion.

- Promoting sustainable development and environmental protection - Indicate if the applicant is obliged to carry out a process of assessment for environmental impact in accordance with the provisions of a special regulation governing the environmental impact assessment. Explain whether the project increases the environmental protection (eg waste and emissions reduction, biomass increase ...), improves energy efficiency (eg adding thermal insulation, increasing the efficiency of heating and air conditioning ...) and using renewable energy (eg solar heating, photovoltaic cells, wind generators, geothermal energy, biomass ...). Explain how you plan to implement your work protection measures.

2.1.2. Feasibility Study and Marketing Plan

The design of the Marketing Plan and the use of data for the Feasibility study has been shown to be an efficient solution that provides data for the development of the entire documentation.

The marketing plan is an integral part of the business plan and describes the strategic goals of a company or project that can be achieved through specific marketing tactics, along with the description of the consumer as the starting point. A marketing plan is usually required for tenders that subsidize the development of new products and expansion of existing production.

The Feasibility study with the corresponding Cost Benefit Analysis, if needed, is a central document that shows the default goals and expected results of the project and delivers data for preparing other forms and documents required in the submittion proces and application development.

Avoid using different data other the one mentioned in the Feasibility study because it is more practical to use the same materials in all documents.

The Feasibility study content is, as a rule, determined by the national institution or institution publishing the call. It is important to consider necessary activities in developing the Feasibility study in a way that clearly identifies segments that have the greatest impact on the final decision on co-financing. Accordingly, it is necessary to identify sections of the Study which will display a score of each subject and systematically show how to prepare project material in such a way that those points/subjects are maximized and achive a maximum score in project evaluation.

Particular attention should be paid on making a Cost Benefit Analyzes (if required) with associated financial projections. The analysis provides data that is subsequently entered in other documents (primarily Application Form), which will subsequently be subject to audit by the implementing body.

Feasibility study elements are:

The alignment of the project with strategic and other documents - it is necessary to clearly show the link between the investment project and its results in relation to the objectives of the tender concerned and the related Operational program. It is also important to show the link between expected results with local / regional / national and EU strategies and plans. This demonstrates the relevance of the project which also affects the final total sum of points realized in the project evaluation.

A display of compliance is required in all EU funded tender documents and is an element that does not appear at all in standard feasibility studies, so experts who will work on the study should be alerted to conect/comply the project with mentioned documents.

The goals of the project - while at the previous point we showed the link between expected objectives and project results in relation to strategic and planning documents, here we show that quantified and well-argued expected goals and their realistic presentation contribute to a better outcome in the project's assessment.

This section needs to demonstrate how the project achieves set goals and indicators of the project.

Feasibility Analysis and Options - This element is rarely found in standard feasibility studies. In this section, it is necessary to show the analysis of future business if nothing is done (no change), if only smaller investments in business development are made (do minimal) and if alternative models and investment opportunities are introduced (do something else). The last option to "do something else" is complex and sometimes difficult to show - especially when the project is straightforward and there is no real alternative. The Applicant in this area must be creative and try to show some other options through an overview of alternative production equipment / different building solutions and so on - with the aim of delivering a solution as the optimal and most efficient solution of the proposed. Here it is advisable to be as concrete as possible and quantify the data and indicators to prove what is truly required.

Budgeting of Eligible Costs - Unlike standard cost statements here, it is necessary to present the costs with detailed breakdowns to acceptable and unacceptable in accordance with the provisions of the tender concerned.

Action Plan and Project Organization - Have a significant role in evaluating projects and pay particular attention to:

- presentation of the project team. Through this presentation, you can see the experience and the capacity of the project team and its members

- presentation of the experience of the company/stakeholder and members of the project team in investment projects of similar nature to the project concerned. Focus on projects of approximate value and emphasize those projects which were co-financed with non-refundable funds.

Project organization - explain the project implementation methodology in detail with the activities described, their inputs, outputs and people responsible for their implementation.

Protection and Enhancement of the Environment and Occupational Safety - This section of the Feasibility Study points to some elements that can be used to benchmark sustainable development promotion and cover a part that is linked to the goals of EU strategic and planning documents in terms of ecology and energy efficiency.

CBA (Cost Benefit Analysis) has the purpose of measuring all benefits and costs of a project for the stakeholder, especially for infrastructure projects.

2.1.3. Technical documentation

In this section, we will deal with compulsory technical documentation. It is a compulsory part of the application documentation for open competitions for infrastructure investment and it needs to be submitted simultaneously with other documents.

The Project Technical Documentation includes the Main and / or Idea Project, Major Project Certificate and the Construction and / or Location Permit. As time and time is needed for a Building and / or Location Permit to be obtained and substantial financial resources and hired experts are being used, so we can say that these documents are certainly part of a group that applicants can not influence independently and without the help of an expert.

In addition to the Building permit itself, the entire Main Project, which includes all of its elements, should be enclosed within the technical documentation. For at least a few (2-5) drafts of the investment location should be made.

It is important that the preparation of the Technical Documentation begins on time so that it is ready not only to complete the tender documentation, but also to extract all information required for development of other documents for the tender documentation.

It is important to point out that the building permit, the key document which is proof of technical preparation of the project, bears a huge amount of administrative fees. The project must also be aligned with the spatial and general urban plans of local self-government units in whose area building is planned.

Significant number of points can be obtained on the readiness of technical documentation, which is not negligible, especially given that the preparation of technical documentation has a great impact on the assessment of project preparation when evaluating the application.

In addition to the Main project with descriptions of works and interventions to be undertaken during construction, it is also necessary to have complete cost list for all the works planned. Budgeters need to be detailed in order to plan the budget of the entire project as realistically as possible.

Along with the detailed building cost for works, an important item is the technical specification and the equipment costs that will be provided within the project. In addition to being part of the mandatory documentation, they are also important for preparing the project budget.

In order to complete the technical documentation, it is also necessary to enclose the Idea project which is the basis for the development of the Main Project, as well as the evidence of the construction right, ie evidence of legal interest.

If no Environmental Impact Assessment Study or Environmental Acceptance Assessment is required for the planned construction works, the Guidelines will list them as part of the tender documentation and it is important for the competent authorities to obtain confirmation that none of the mentioned Studies is required and enclose it in the documentation.

3. COOPERATION PROJECTS - INTERREG and UNION PROJECTS

In addition to the calls and tenders described in the ESI Funds, applicants can submit their project under the INTERREG Program and the Union Programs.

Typical published documentation:

- Open call summary
- Project Implementation Manual
- A copy of the partnership agreement contract
- A copy of the co-financing contract
- Template statements
- Frequently Asked Questions and Methodology of Monitoring Indicators
- Cooperation programs

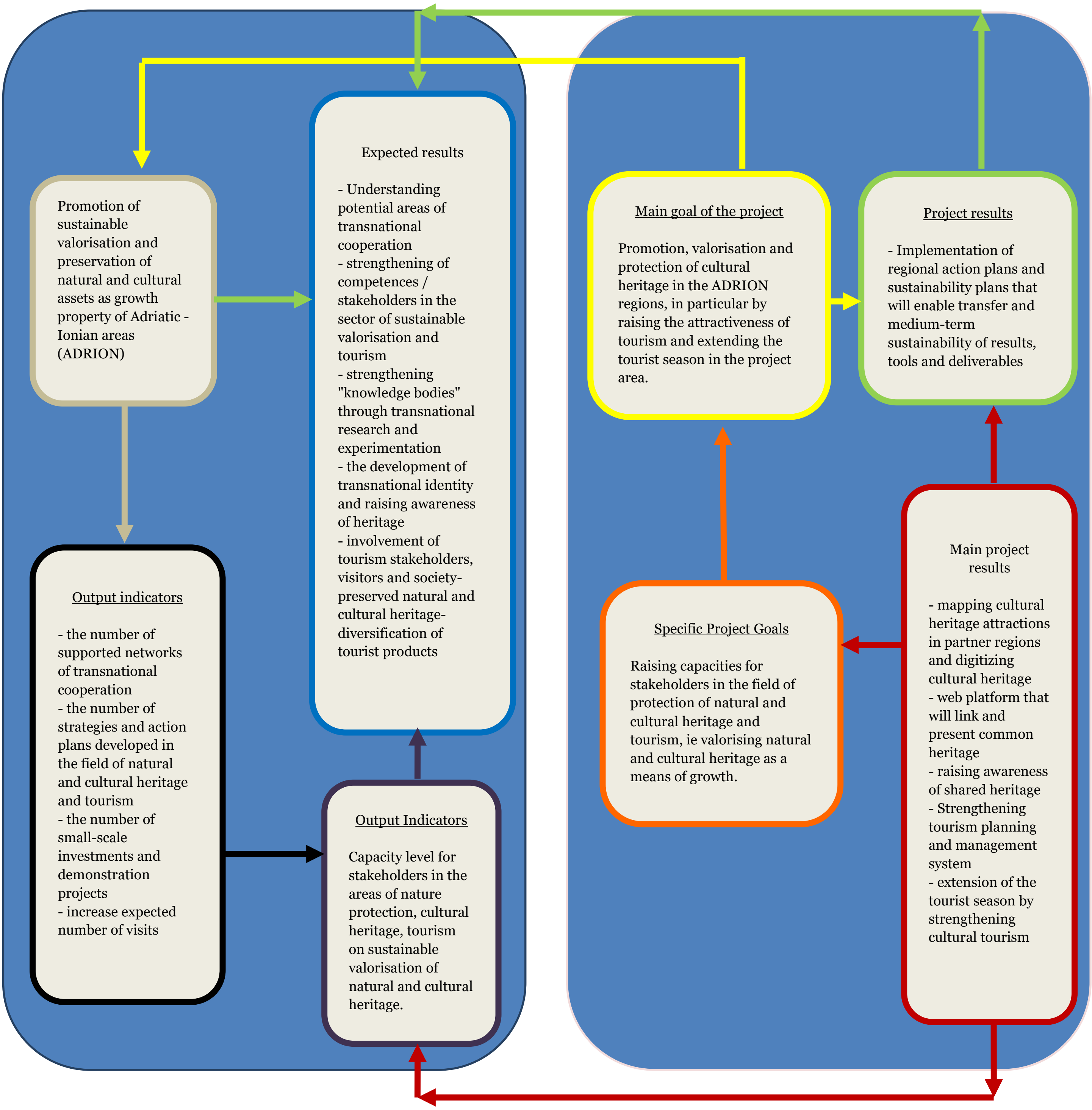
INTERREG
- INTERREG ADRION
- INTERREG CENTRAL
- INTERREG IPA CBC
- INTERREG DANUBE
- INTERREG EURPE
- INTERREG SLO HR
- INTERREG MED

Some programs of the Union
- Erasmus +
- Horizon 2020
- COSME
- Europe citizens
- Fiscalis 2020
- Creative Europe
- The LIFE Program

Example: INTERREG ADRION - program and project connectivity

PO 2: Sustainable Region

Program Project



3.1. Finding a partner

Most projects funded by the EU include cooperation between organizations / local units / associations from different EU countries or associated countries. A number of search services are available to find suitable partners. Depending on the specific funding program, national contact points can provide partner search services with detailed partner profiles and active partnership requirements.

Depending on the competition, any enterprise, research or non-governmental organization / association / local government may be a partner, irrespective of where they are located, provided that they are financially viable and trained to perform the tasks set out in the project proposal. Partners must demonstrate business and financial sustainability for project implementation within the framework of the proposal.

3.2. Application proces

Tender documentation is downloaded from the web pages of the program. The leading partner applies the project mostly through an electronic system. When completing the application form, it is necessary to:

- Give precise answers to questions
- Write clear and easy
- Respect the maximum length of the text
- Answer all questions in the application form
- Electronical system can be accessed via the link and managed according to the instructions given in the tender.

3.3. How to submit an application form

The applicant must be registered for the submission in the electronic system and upload the application form and all required documentation.

3.3.1. Project description

3.3.1.1. Relevance of the project

Territorial Challenge - Explain what common concrete territorial challenges the project solves. When describing it, it is best to use SWOT analysis from a collaboration program. List the results of different studies which prove the existence of problems that the project solves.

Project approach - describe how the project solves identified problems and what is new in the mentioned approach. Describe a new solution that will be developed during the project, perfect old solutions and describe what differs in relation to the old solution or approaches.

Reason for cooperation - describe why cross-border cooperation is needed to achieve project goals and results. Explain why project objectives can not be achieved at national / regional / local level.

Criteria for Cooperation - The criteria for cooperation is described in each call.

3.3.1.2. Project goals and results

To describe and define the main and specific goals and project results, a logical matrix should be made as described in 1.1.1.1. and specified in the application form.

It should also describe the way in which the project will ensure that project results have an impact after the project is completed. Indicate who will be responsible and who will be the owner of the results. Explain that the project will ensure transmission of results and which project results can be used by other organizations / regions / countries outside the current partnership.

3.3.1.3. Project context

Describe the contribution of the project to relevant strategies and policies, especially those related to the project or program area (eg EU Strategy for the Danube Region).

3.3.1.4. Horizontal Principles

The applicant must state that the project will contribute to the following horizontal principles:

- Sustainable development (environment)
- Equal opportunities and non-discrimination
- Equality between women and men

The contribution can be positive, neutral or negative and must be justified by project measures (eg building a ramp to help disabled people). Horizontal topics details are usually described in the Guidelines for Applicants or in the Manual.

3.3.2. Work plan

The work plan prescribes the activities that will be implemented in the project. When completing the work plan, the logical matrix described in the previous chapter should be taken into account.

3.3.2.1. List of work packages

Work packages are usually divided into Preparation, Management, Implementation, Infrastructure and Communication.

Preparation - The Lead partner is always responsible. In this package, eligible costs of project preparation, translation costs, technical-investment documentation costs and other professional studies are eligible and the type of costs is stipulated by the project documentation.

Management - This work package must describe management of the project in a way that it includes:

- Structure, responsibilities and procedures for everyday communication and coordination,
- Communication between partners,
- Reporting and Evaluation Procedures,
- Risk and quality management,
- If external management is to be provided, it must be stated.

The project activities are defined in the Logical Matrix, so they should be specified in this package. For each activity, the type, quantity and amount of the delivery (eg translation contract, contract for the preparation of a study) should be indicated.

Communication - The package should explain how partners will participate in the project, which activities will be carried out and what contribution they will make to the project. Also, this package needs to define communication goals, ie how communication can contribute to achieving a specific goal. Goals can be: Achieving a level of awareness, increasing knowledge, affecting attitudes and behavioral changes. These goals can be achieved through communication activities -

- Initial activities - include the preparation of communication activities at the initial stage of the project – tools like web site, office materials and so on.
- Publications - all kinds of printed and digital materials such as flyers, brochures, books and studios that convey project information and their outcome.
- Public events - conferences, campaigns, presentations and other events.
- Promotional materials - Must be clearly associated with raising the level of awareness of the main goal, so specify it under the delivery.
- Digital activities - social media, multimedia activities (videos, animations, etc.)

Implementation - There may be more work packages for "Implementation". Each implementation work package should focus on expected results rather than on activities. Describe the work package goals and describe how partners will be involved and how they will contribute to the planned outcome. Describe the program's indicators and the project-related outcome of the project package.

Infrastructure - This package is only completed if there is an investment within the project. The same equipment can be delivered in other packages as mentioned above.

The infrastructure package must be substantively incorporated into the project, must contribute to the goals and must be associated with other work packages.

3.3.2.2. Target groups

Target groups are defined by the project itself (eg students, retirees, entrepreneurs, local population, citizens, etc.). They are actively included in the target values via interviews, surveys, workshops participation in training and so on.

3.3.3. Project budget

Direct costs

Personnel costs - Costs must match the costs incurred by partners in accordance with their usual policy. The cost of staff assigned to the activities (permanent and temporary) from the participating institutions / organizations include real wages with social security contributions and other legal expenses are included in the fee. Grants must be used to cover staff costs for all users when performing any tasks that are directly related to achieving the goals of the project.

Travel Costs – Refer to travel costs of the participant to the place where activity is carried out and back. Applies to staff (permanently and temporarily) from organizations participating in activities.

Individual support - Costs directly linked to the cost of living and accommodation of participants which participate in the said activity. Applies to staff (permanently and temporarily) from organizations participating in activities.

Equipment - Usually recognized as cost of reducing the value of equipment or other assets - depreciation (new or used) provided they are actually made by participating applicants. Only part of the value of equipment, rental and lease costs is acceptable, in that part corresponding to the duration of the funding period and the degree of actual use of equipment. Only the costs of equipment or other property directly related to the project are eligible.

Other costs - Related to the dissemination of knowledge and information (eg media advertising, promotional materials and activities), rent of space for major events, auditing, subcontracting for special tasks, travel and / or living expenses of third parties (experts, professors, speakers) that contribute to project activities.

Subcontracting is only possible in justified cases for special, time-limited project-related tasks when they can not be performed by members of the team or when the nature of activities explicitly requires external services.

Indirect costs - Is the lump sum that is determined by a given tender for the percentage of total eligible direct costs. This amount is used for general administrative costs (electricity, Internet and other) and can be charged from the project.

GLOSSARY

Name	Definition
Program period	Seven-year period for which the Community Expenditure Framework and frame of the cohesion policy is established (budget, rules, principles and priorities, operational programs of member states, etc.).
Common national rules	A set of common national rules on the treatment of bodies in the System which determine the conditions for using the resources of structural instruments.
Managing authority	National body managing the Operational Program. The managing authority responsible for managing the Operational Program Human Resources Development is the Ministry of Labor and Pension System in Croatia.
Call for delivery of project proposals	Tender procedure by which potential applicants are invited to prepare and submit proposals for financing projects in accordance with predefined criteria.
Applicant	A public or private body / institution or company submitting a project application to the Call for Proposals to complete the project. The applicant is responsible for preparing the project application. A grant agreement will be signed with him. It can apply independently or with one or more partner organizations.
Project/Operation	A series of activities aimed at achieving clearly defined goals within a given timeframe and with a specific budget. It is selected by the OP Managing Authority or is selected under its authority, in accordance with the criteria established by the Monitoring Committee. Run by one or more users. Implementing the projects enables achievement of the objectives of the respective priority axis of certain programs.
Beneficiary	A Successful Applicant Signing the Grant Agreement, which will be directly responsible for the start, management, implementation and project results.
Partner	Institution / body or company (public or private) that receives part of project funds and participates in project implementation by carrying out entrusted project activities. Partner must comply with all project participation and ensure requirements applicable to the User himself.
Non-refundable funds	Maximum amount of money that can be transferred to the User. It will be defined in absolute numbers and in ratio. Grants are made up of two possible sources: EU funds and state budget funds.
LFM (Logical Framework Matrice)	The logical matrix is a table that simplifies the basic features of the project. It contains general and specific project objectives, results, funding activities and project implementation assumptions.
Sustainability of the project	Sustainability of the project means continuing to work on project results and goals after its implementation.
Horizontal themes	Requirements related to promoting sustainable development, gender equality, equal opportunities and accessibility for people with disabilities, to be taken into account when preparing and

	implementing projects and considering additional opportunities for their promotion.
CBA (Cost Benefit Analysis)	A method of economic analysis that compares and evaluates all the benefits and all the shortcomings of an investment venture that a particular project causes and is added to the elements of the project itself.
Technical documentation	In order for an investor to realize his idea, he needs all the permits for building a Building, which must be in accordance with the law on spatial planning and construction. This includes conceptual design, main project, execution project, permits (location permit, decision on construction conditions, project certificate, building permit, usage permit).
Instant results (outputs, deliveries, products)	Partial or consolidated consequence of some activities undertaken within a project. Serve us as an indicator of immediate results.
Indicators	Indicator is the main instrument for monitoring the progress and success of the project and / or program implementation and includes the financial aspect of the activities, immediate results and outcomes. Indicators and their units of measurement should be clearly defined and related to the activities they measure. Within the implementation of the Operational Program "Human Resources Development 2007-2013". there are two types of indicators: the default indicators of the Operational Program and specific project indicators. The default indicators of the Operational Program are divided into performance indicators (outputs) and performance indicators. An individual project through its activities and goals must contribute to at least one of the predetermined indicators in the Guidelines for Applicants. Specific project indicators are the most common (direct) performance indicators (outputs or measurable targets) and are proposed by the applicant in their project proposal. Indicators may be quantitative or qualitative. Objectively verifiable indicators are an integral part of the logical matrix. They describe project goals in operationally measurable terms (quantity, quality, time). They are formulated in response to the question "How can we know whether or not something is happening or what has been planned or not? How do we check the success? "Objectively verifiable indicators should be measurable in a consistent manner and with acceptable costs.

"This Manual has been produced with the financial assistance of the European Union. The content of the Manual is the sole responsibility of Town Ludbreg and can under no circumstances be regarded as reflecting the position of the European Union and / or the Managing Authority."