

Interreg



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IPA South Adriatic



Interreg IPA South Adriatic

Training for partners of SMALL SCALE PROJECTS

24 May 2024

JS of the Interreg IPA South Adriatic



REGIONE
PUGLIA

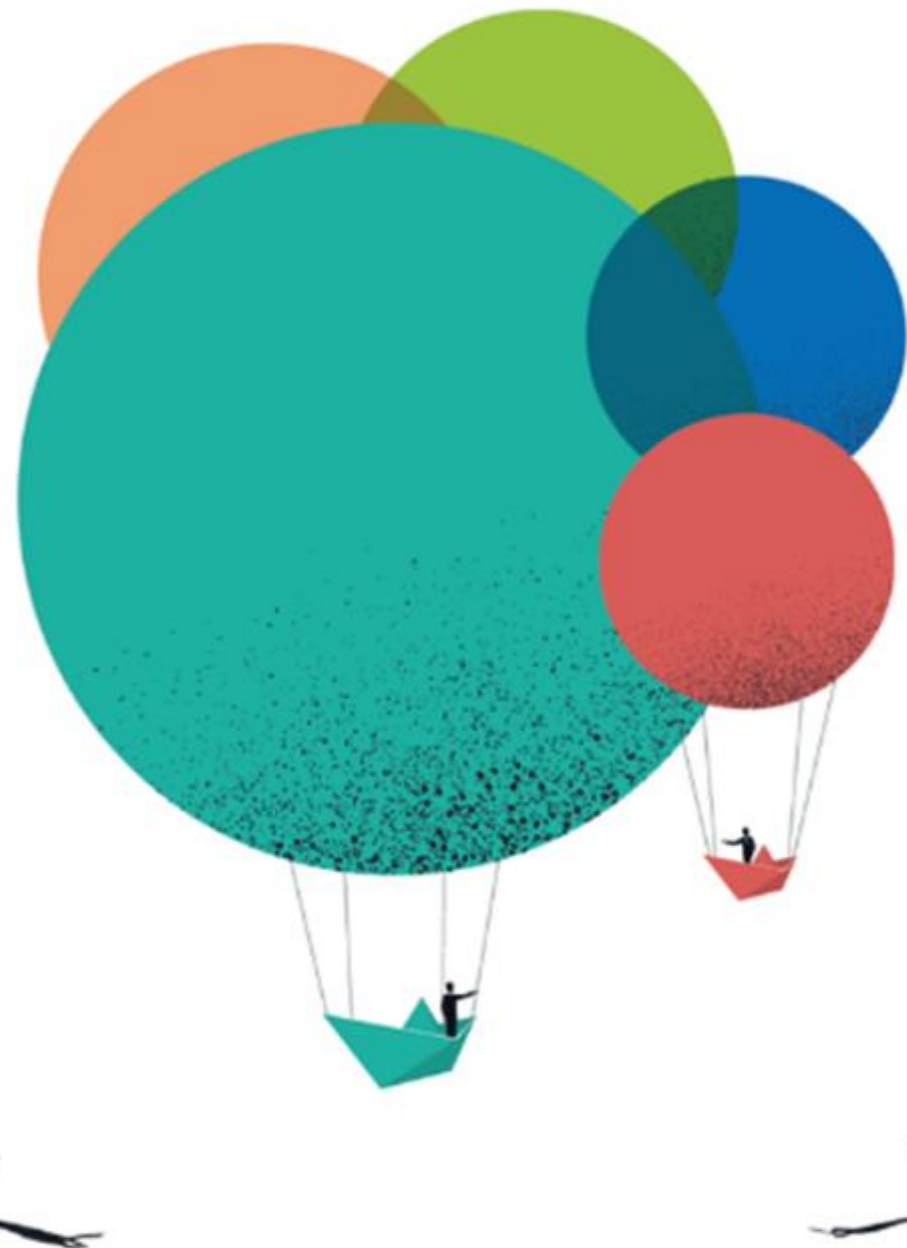


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Introduction



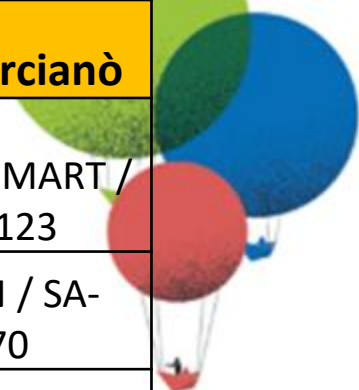
Introduction

Objective: By the end of the session, beneficiaries gain wider understanding of the projects implementing procedures, through guidelines and answers to own questions

Working rules:

- Mute your micro-phones
- Use chat to make questions or ask to speak
- After the ppt, large space to questions will be given
- Answers published in the **FAQ (under 2021-27 calls)**

Your contact persons at JS



| Aurora M. Losacco | Antonio Agrosi | Chiara Campanile | Davide Marcianò |
|-----------------------------|---|-------------------------------------|------------------------------------|
| 1.1/ HERALD / SA-0100128 | 1.1/ I-AM_Smart Aquaponics / SA-0100133 | 1.1/ S.A. FAME Cluster / SA-0100072 | 1.1/ GROW SMART / SA-0100123 |
| 1.1/ AMTECH / SA-0100202 | 1.1/ NEW ICONS / SA-0100103 | 1.1/ ENGAGEMENT / SA-0100223 | 2.3/ GREEN / SA-0100170 |
| 2.1/ SuS_AGRI / SA-0100169 | 2.2/ CROSSWATER+ / SA-0100204 | 2.2/ BIOTOURS 2.0 / SA-0100179 | 3.1/ SMART LAND / SA-0100012 |
| 2.2/ TOUR / SA-0100206 | 2.2/ ENGAGE / SA-0100090 | 2.3/ AWeS0Me PLUS / SA-0100231 | 4.2/ InterFIDE-AB 2.0 / SA-0100176 |
| 3.1/ SOFTMOVE / SA-0100225 | 2.3/ LEC + / SA-0100100 | 2.3/ CLEAN / SA-0100196 | 4.2/ Wrecks4All 2.0 / SA-0100146 |
| 3.1/ ISACC + / SA-0100037 | 3.1/ ROUTE / SA-0100092 | 3.1/ SOFT MOBILITY / SA-0100178 | 5.1/ SuRF / SA-0100114 |
| 4.1/ INTREPID / SA-0100124 | 4.1/ CRAFTLAB PLUS / SA-0100144 | 3.1/ ON CLOUD NINE+ / SA-0100205 | 5.1/ A.C.T. / SA-0100002 |
| 4.1/ ENTAIL / SA-0100094 | 4.2/ FRea / SA-0100063 | 4.1/ ILOFORDIGITAL / SA-0100122 | |
| 4.1/ MUSE / SA-0100188 | 5.1/ SAGRI / SA-0100117 | 5.1/ ADRICOM / SA-0100073 | |
| 5.1/ BLUE FLAG / SA-0100075 | 5.1/ EFFORG / SA-0100050 | 5.1/ P.U.M.A. / SA-0100003 | |
| 5.1/ UniValens / SA-0100024 | 5.1/ B-ViSA 2030 / SA-0100216 | 5.1/ GOVERNANCE / SA-0100125 | |

Your contact persons at JS

- **National Info Point Albania:** Arvit Osja
- **National Info Point Montenegro:** Sladjana Pesic
- JS Coordinator: Mauro Novello
- JS Operational Secretary: Aferdita Mezini
- Communication Officer: Carmela Sfregola
- Assistance for the JeMS system: Fabrizio Errico

Who is participating today

- 146 registered participants
- All projects represented (but 2)



| No. | | |
|---|--|---|
| 1.1/ AMTECH / SA-0100202 | | 4 |
| 1.1/ ENGAGEMENT / SA-0100223 | | 1 |
| 1.1/ GROW SMART / SA-0100123 | | 0 |
| 1.1/ HERALD / SA-0100128 | | 1 |
| 1.1/ I-AM_Smart Aquaponics / SA-0100133 | | 1 |
| 1.1/ NEW ICONS / SA-0100103 | | 9 |
| 1.1/ S.A. FAME Cluster / SA-0100072 | | 1 |
| 2.1/ SuS_AGRI / SA-0100169 | | 5 |
| 2.2/ BIOTOURS 2.0 / SA-0100179 | | 1 |
| 2.2/ CROSSWATER+ / SA-0100204 | | 5 |
| 2.2/ ENGAGE / SA-0100090 | | 1 |
| 2.2/ TOUR / SA-0100206 | | 5 |
| 2.3/ AWeS0Me PLUS / SA-0100231 | | 1 |
| 2.3/ CLEAN / SA-0100196 | | 4 |
| 2.3/ GREEN / SA-0100170 | | 1 |
| 2.3/ LEC + / SA-0100100 | | 1 |
| 3.1/ ISACC + / SA-0100037 | | 5 |
| 3.1/ ON CLOUD NINE+ / SA-0100205 | | 2 |
| 3.1/ ROUTE / SA-0100092 | | 3 |
| 3.1/ SMART LAND / SA-0100012 | | 2 |
| 3.1/ SOFT MOBILITY / SA-0100178 | | 0 |
| 3.1/ SOFTMOVE / SA-0100225 | | 4 |
| 4.1/ CRAFTLAB PLUS / SA-0100144 | | 5 |
| 4.1/ ENTAIL / SA-0100094 | | 5 |
| 4.1/ ILOFORDIGITAL / SA-0100122 | | 6 |
| 4.1/ INTREPID / SA-0100124 | | 0 |
| 4.1/ MUSE / SA-0100188 | | 2 |
| 4.2/ FRea / SA-0100063 | | 6 |
| 4.2/ InterFIDE-AB 2.0 / SA-0100176 | | 0 |
| 4.2/ Wrecks4All 2.0 / SA-0100146 | | 3 |
| 5.1/ A.C.T. / SA-0100002 | | 2 |
| 5.1/ ADRICOM / SA-0100073 | | 5 |
| 5.1/ BLUE FLAG / SA-0100075 | | 5 |
| 5.1/ B-ViSA 2030 / SA-0100216 | | 7 |
| 5.1/ EFFORG / SA-0100050 | | 0 |
| 5.1/ GOVERNANCE / SA-0100125 | | 2 |
| 5.1/ P.U.M.A. / SA-0100003 | | 3 |
| 5.1/ SAGRI / SA-0100117 | | 2 |
| 5.1/ SuRF / SA-0100114 | | 4 |
| 5.1/ UniValens / SA-0100024 | | 1 |

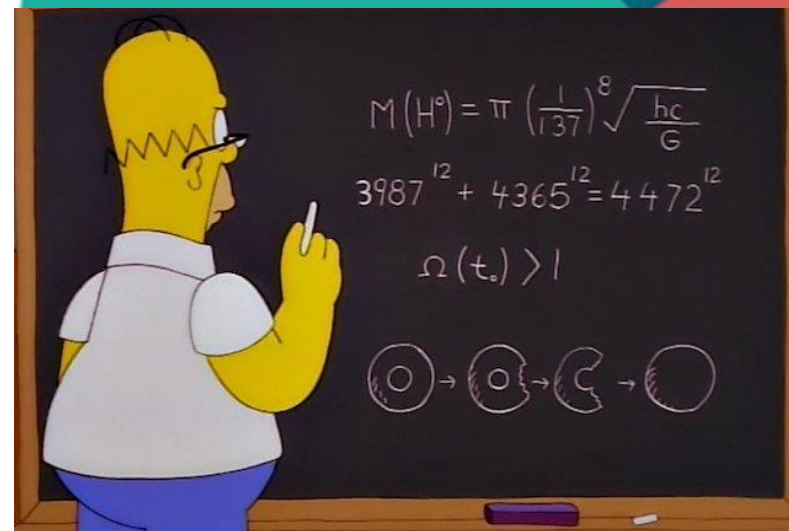


Programme framework & logic

JS TRAINING for SMALL SCALE PROJECTS



- LOGICAL FRAMEWORK
- COMMITMENTS
- RULES
- PROCEDURES
- TIPS
- WARNING!



IPA SOUTH ADRIATIC PRIORITY AXES



PA 1 Smart

1.1 SMEs

PA 2 Green

2.1
Risk

2.2
Biodiversity

2.3
Energy

PA 3 Connected

3.1
Intermodality

PA 4 Social

4.1
Skills

4.2
Inclusive
Tourism

PA 5 Governance

5.1 Administrative
efficiency

Cross-cutting: Pre-Accession assistance. Cultural heritage / tourism. Security at borders. Digitalisation

TOTAL SA PROGRAMME BUDGET



| Priority | IPA (table 8) | IPA + Co-fin. Budget 82,485% | Strategic Current budgets | 1st SSP call <i>*after negotiations</i> | Standard call | Final SSP call remaining |
|--------------|----------------------|------------------------------------|---------------------------------|--|----------------------|-----------------------------|
| 1 Smart | 13.361.773,00 | 16.199.033,76 | 4.799.931,63 | 1.225.158,67 | 9.399.000,00 | 763.102,13 |
| 2 Green | 18.679.892,00 | 22.646.410,86 | 4.793.738,90 | 1.475.482,50 | 15.846.000,00 | 489.671,96 |
| 3 Connected | 10.213.205,00 | 12.381.893,68 | 5.999.999,92 | 1.122.124,68 | 5.181.000,00 | 68.893,76 |
| 4 Social | 12.134.980,00 | 14.711.741,53 | 4.799.677,12 | 1.329.050,52 | 7.911.000,00 | 653.064,41 |
| 5 Governance | 6.043.317,00 | 7.326.564,83 | 4.498.540,98 | 1.534.251,47 | 0,00 | 1.272.023,85 |
| TOTAL | 60.433.167,00 | 73.265.644,66 | 24.891.888,55 | 6.686.067,84 | 38.337.000,00 | 3.246.756,11 |



Main features of SMALL SCALE projects_1

- ✓ Widely builds on 14-20 results
 - ✓ concept of **Capitalisation** i.e. making sure of the use/transfer of results
 - ✓ achieved in projects of the 2014-20 Programme*
 - ✓ achieved with other funds, programmes, initiatives, projects, geographical contexts;
 - ✓ achieved by the organisation + widely recognised as a good practice.
- * additional steps required for already capitalized projects
- ✓ S.O. 5.1: joint and innovative solutions possible
 - ✓ EUSAIR contribution to be ensured
 - ✓ Simplified cost options only, 1 year, simplified reporting
 - ✓ **Lump sums:** binary approach **0% or 100”%**

Main features of SMALL SCALE projects_2

- **CO-FINANCING:**
 - For Italian partners - 80% + 20% covered by Del. CIPESS n. 78/2021
 - For Albanian & Montenegrin partners - 85% + 15% covered by own national resources
- **PRE-FINANCING 30% of the IPA contribution upon request-** Offset of the pre-financing occurs in the last joint project report.
 - For private lead partners may be transferred to only upon a submission of a valid financial guarantee to the MA.
- **PREPARATION** + 5.865,00 € for LP

LP rights and obligations - Reg. (EU) 2021/1059 ETC – art.26

1. The lead partner shall:

- (a) lay down the arrangements with the other partners in an agreement comprising provisions that, inter alia, guarantee the sound financial management of the respective Union funds allocated to the Interreg operation, including the arrangements for recovering amounts unduly paid;
- (b) assume responsibility for ensuring implementation of the entire Interreg operation; and
- (c) ensure that expenditure presented by all partners has been paid in implementing the Interreg operation and corresponds to the activities agreed between all the partners, and is in accordance with the document provided by the managing authority pursuant to Article 22(6).

This implies:

- the overall financial responsibility of the Lead Partner (LP) towards the Managing Authority (MA) as regulated in the subsidy contract, i.e. if a financial corrections (cuts) are made to one of the project partners for their irregularities, the MA recovers it from the LP.

IMPLEMENTATION PROCEDURES_1

<https://www.italy-albania-montenegro.eu/programme/south-adriatic-2021-27/south-adriatic-calls>



A good knowledge of the Programme Manual is essential for good project management and for reaching the expected RESULTS!

Programme

The Programme in a nutshell >

South Adriatic 2021-27 >

South Adriatic Docs >

[South Adriatic Calls](#) >

South Adriatic Manual >

South Adriatic Jems >

IMPLEMENTATION PROCEDURES_2

01 Programme strategy

- 1.1 Strategic and performance framework
- 1.2 Communication Strategy of the Interreg IPA South Adriatic
- 1.3 Evaluation plan of the Interreg IPA South Adriatic

02 Project selection

- 2.2 Project assessment / Complaint procedure

03 Project contracting

- 3.1 Subsidy and partnership agreement templates

04 Project and programme implementation

- 4.6 State aid
- 4.7 Project changes
- 4.10 Eligibility rules
 - 4.10.1 Guidance for Simplified Cost Options and Small Scale Projects

IMPLEMENTATION PROCEDURES_3

JEMS Manual – South Adriatic Jems Section

- Jems Manual Contracting and privileges
- Modification Requests
- Terms of use of JEMS

IN PROGRESS

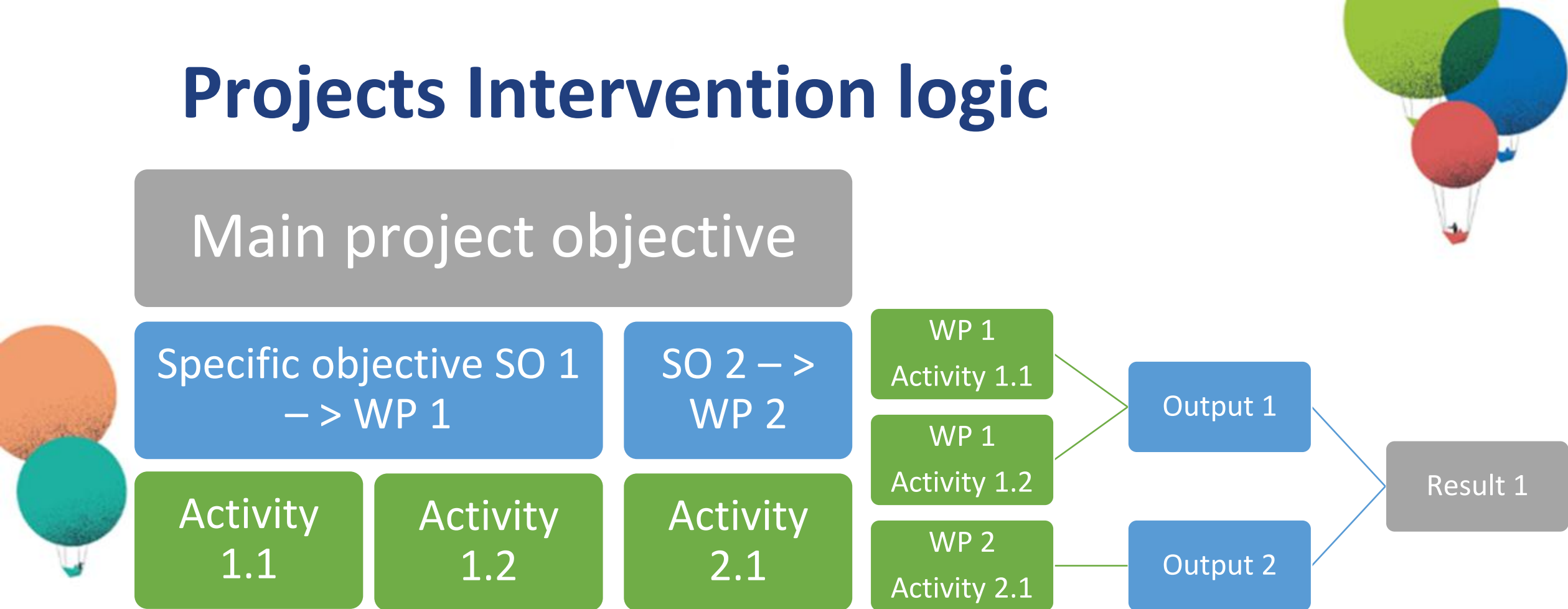
04 Project and programme implementation

- 4.1 Reporting procedure + JEMS_MANUAL_Partner Reporting_Sections
- 4.4 Financial management and FLC guidelines + JEMS_MANUAL_FLC Control work
- 4.9 “Nulla osta” release procedure x IT FLC (ROSTER implementation)
- 4.11 Fraud risk management and antifraud measures

05 Project and programme closure

- 5.1 Project closure procedures

Projects Intervention logic




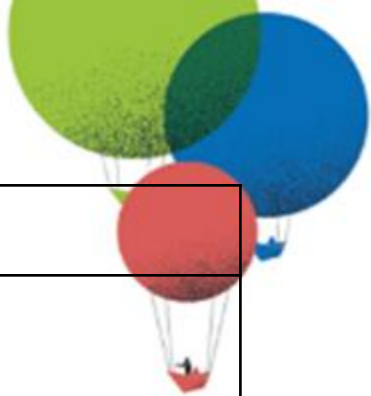
- ✓ Project outputs will directly contribute to the **programme output indicators**
- ✓ Each project output will be aggregated at programme level in Jems)

Projects QUALITY management_TIPS

✓ SCO output differs from project output !

- ✓ Identify the correct evidence of the output planned for your project
- ✓ The output to be published on the web site, shall be understandable and easy to read by general public!
 - Set up QUALITY STANDARD & USERS' FEEDBACK FOR EVALUATION SYSTEM (e.g. evaluation forms)
 - Compulsory assignment of relevant contact person per each partner (which cover PM, FM, CM)
 - Communication issues: Visual identity/language/publication of project evidences (cfr. JS Communication officer)
 - Correct audit trail for SCOs reporting
 - LP share any doubt with JS Project officer assigned

WARNING!!



| WHO | WHAT |
|---------------------|--|
| ALL PARTNERS | OUTPUTS & RESULTS: concrete, available and with cooperation added value |
| ALL PARTNERS | COMMUNICATION: Relevant inside and outside the partnership Good communication increases public understanding |
| ALL PARTNERS | REPORTING: efficient audit trail system (web and paper archive + storage methodology) Ensure periodic reporting every six months and respect the LP deadlines |
| LEAD PARTNER | MANAGEMENT: efficient management system ensuring global sound management and project implementation <ul style="list-style-type: none">• monitors financial and content performance of the whole partnership• guarantees any potential risk assessment plan;• guarantees the correct transferring of IPA funds to PPs;• guarantee a continuous and effective communication inside PPS |

Project changes_cfr F.S. 4.7

| TYPE OF MODIFICATIONS | DESCRIPTION | REQUIRED ACTION |
|-----------------------|---|--|
| ADJUSTMENTS | minor adaptation or modification of the format of activities or deliverables or adjustments in partner budget section. | Reported in the Joint progress reports |
| MINOR CHANGES | elements which can be implemented within a certain range of flexibility, but which need to be processed into JEMS, updating the AF. | Notified to JS/MA |
| MAJOR CHANGES | changes which concern a core element of the project and require a formal request for change to be submitted to the JS/MA and the prior approval by the relevant programme bodies. | Approved by MA/MC |

The basis for project changes is the latest approved AF.

COMPULSORY: LP shall send an e-mail to inform the assigned JS officer on necessary project modification, independently on the change's nature, including relevant attachments

A Request for budget reallocation shall be always accompanied by a separate justification for each altered budget line.

Project changes_cfr F.S. 4.7

ADJUSTMENTS

- NO AF modification required – **NO modification request in Jems**
- **COMPULSORY:** inform the JS in advance by email and report the modification as deviation in the related WP of the JPR -- section “project progress report identification – partner problems and deviation”. providing the necessary justification
- Change in partner budget section – **NOT ALLOWED for SSP** (Sub budget lines modification or aggregation within the same WP: description, unit type, period, number of units, price per unit etc.)

MINOR CHANGES

- Modification of administrative elements
- Budget flexibility up to 20% of the partner’s total budget (**ALLOWED only for SSUC**)

AVAILABLE TOOLS

Annex 2_Template Request for budget changes (xls file)

Project changes_cfr F.S. 4.7

MAJOR CHANGES

- Partnership changes;
- Budget change between partnership;
- Budget changes, exceeding level of flexibility allowed;
- Changes in the project's duration – **MAX 6 months**;
- Changes in the content and/or activities of the Project.

AVAILABLE TOOLS

Annex 1_template for project major changes (word file)

Annex 2_Template Request for budget changes (xls file)

In case of Budget changes, shift among partners are possible only if:

- the transfer of the SCOs gives a reduction in the total amount of the approved project;
- the SCOs output is not already delivered (and declared in a financial statement);
- the transfers are justified by the technical and scientific implementation of the action;
- a review confirms that the amendment does not call into question the decision awarding the grant or breach the principle of equal treatment;
- each partner's contribution to the project implementation is ensured.

Project changes_tools



Annex 1 template for pj major changes - compulsory only for major changes

Annex 2 Template Request for budget changes

- Compulsory for any budget change (minor or major)
- **Warning:** After a budget change approval, the new budget tables becomes the approved budget. Therefore, in the 2° request, these new amounts shall be entered in the table “budget approved” and so on.

File excel is divided in 4 PROJECT TYPOLOGIES of OPTIONS

To be used OPTION SSPs: for Small Scale Projects



Project changes_cfr F.S. 4.7

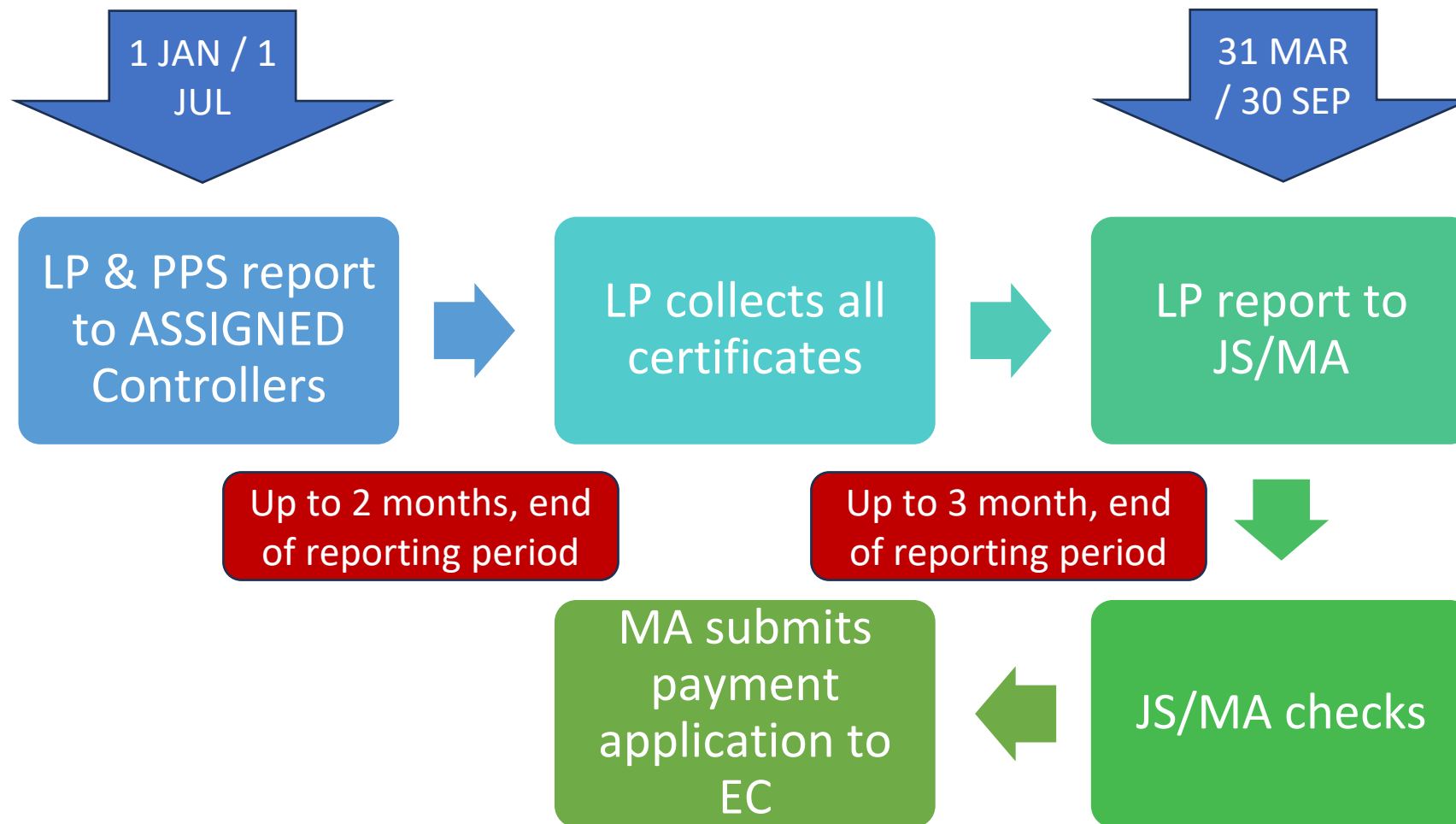
TIPS for major changes TIMING

any major change procedure should be initiated :

1. at the latest **30 days before the end of the implementation period**
2. project extension request **at least 60 days before** the project ending date.

| Type of change | Details | Programme Body in charge of approval |
|---|---|--|
| Administrative changes | // | Notification to JS/MA |
| Budget flexibility | Up to 20% | Notification to JS/MA |
| Partnership changes | // | MC |
| Budget change of the partner's total budget | Above 20% | MA |
| | Budget change between Partners | MC |
| Changes in project duration | up to max. 12 months, with exception of SSP (6 months) | MA |
| Content changes | Workplan changes and targets for the output indicators above 30% | MA |
| | substantial content changes | MC |

REPORTING FLOW



TIPS for REPORTING

The partner report is divided in different sections accessible through tabs at the top:

- Report identification
- Work plan progress
- List of expenditures
- Contributions
- Report annexes
- Report export
- Financial overview
- Submit.

NO restrictions for the number of reports created

TIMING: every six months (within three months from the end of the period)

PAYMENT FLOW

EC pays
IPA to MA



MA pays
IPA to LP



80 days rule (EXCL.
CLARIFICATION
TIME)

LP pays
IPA to PPs

ITALIAN CO-FINANCING FDR
IS PAID AT THE END OF THE
PROJECT BY MA TO ITALIAN
PPS REQUESTING IT

Uploading rules in JEMS

CONTRACT AND AGREEMENT section - CONTRACT

- JS: relevant contract docs (SC, PA, MA decree, CUP LP, updating of SC or PA)
- LP authorized to upload PA

CONTRACT AND AGREEMENT section - PROJECT

- JS: MA authorizations, relevant MA communications, MA acts of prefinancing, MA reimbursement to LP
- LP prefinancing request, acts of reimbursement to PPS,

PARTNER Details: any PP can upload relevant docs

SHARED FOLDER section

- JS may upload and cancel everything
- LP relevant deliverables/ outputs (NOT possible to cancel uploaded docs)

AF MODIFICATION section

- JS: open any modification request & upload relevant/ completed docs provided by LP
- LP update AF and submit it

REPORTING section – check FS Reporting

JeMS

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Management verifications (FLC)

CONTROLS AND MANAGEMENT VERIFICATIONS IN IPA III

LEGAL BASE ART. 74 p.1(a) REG. UE 2021/1060 CPR REGULATION

- (a)carry out **management verifications** to verify that the co-financed **products and services have been delivered**, that the operation **complies with applicable law, the programme** and the conditions for support of the operation, and:
 - (i) where costs (**REAL COSTS**) are to be reimbursed pursuant to point (a) of Article 53(1), that the amount of expenditure claimed by the beneficiaries in relation to these costs has been paid and that beneficiaries maintain **separate accounting records** or use **appropriate accounting codes** for all transactions relating to the operation;
 - (ii) where costs (**SCOs**) are to be reimbursed pursuant to points (b), (c) and (d) of Article 53(1), that the **conditions for reimbursement** of expenditure to the beneficiary have been met (**i.e. minimum requirements of relevant SCOs**)

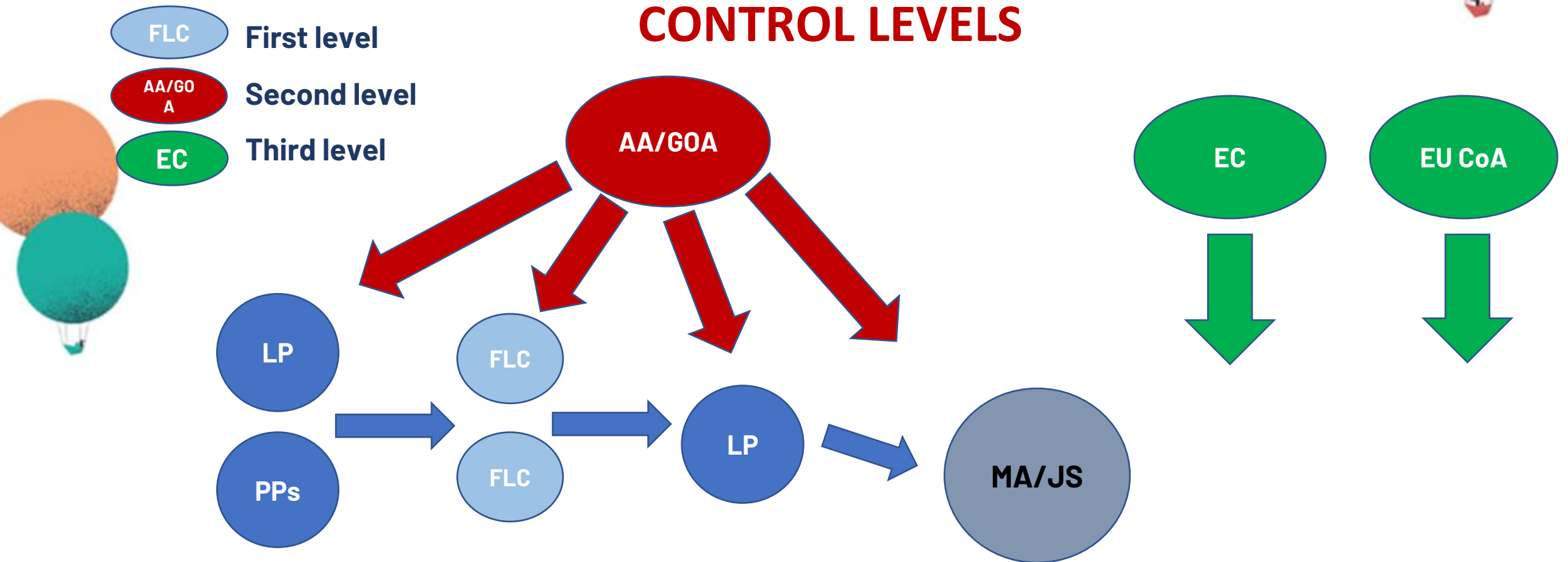
CONTROLS AND MANAGEMENT VERIFICATIONS IN IPA III

LEGAL BASE ART. 46 REG. UE 2021/1059 ECT REGULATION

...the Member States, and where applicable, the third country, partner country or OCT, participating in the Interreg programme, may decide that management verifications referred to in point (a) of Article 74(1) of Regulation (EU) 2021/1060 are to be done through the identification by each Member State of a body or person responsible for this verification on its territory (the 'controller')

Each Member State, third country, partner country or OCT shall be responsible for verifications carried out on its territory.

CONTROLS AND MANAGEMENT VERIFICATIONS IN IPA III



CONTROLS AND MANAGEMENT VERIFICATIONS IN IPA III

National control systems of the South Adriatic



ITALY

De-centralized system

Each beneficiary appoints its FLC (External or Internal)

Programme Roster. The Programme is going to launch a public call for the institution of a «List» of qualified controllers.

National Roster. DIPCOE (Italian Department of Cohesion Policy) is going to publish a national «List» of qualified controllers for the verifications in ETC Programme involving Italian territories.

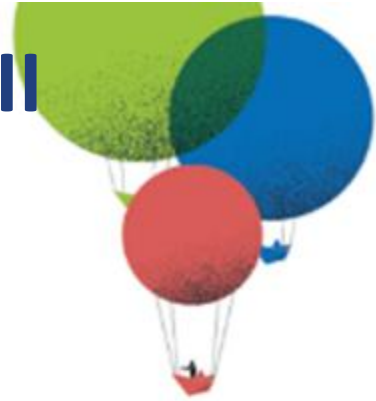


ALBANIA and MONTENEGRO

Centralized system

The FLC is a unit of competent Ministry or National Agency (i.e. SASPAC in Albania and Ministry of Finance in Montenegro)

CONTROLS AND MANAGEMENT VERIFICATIONS IN IPA III



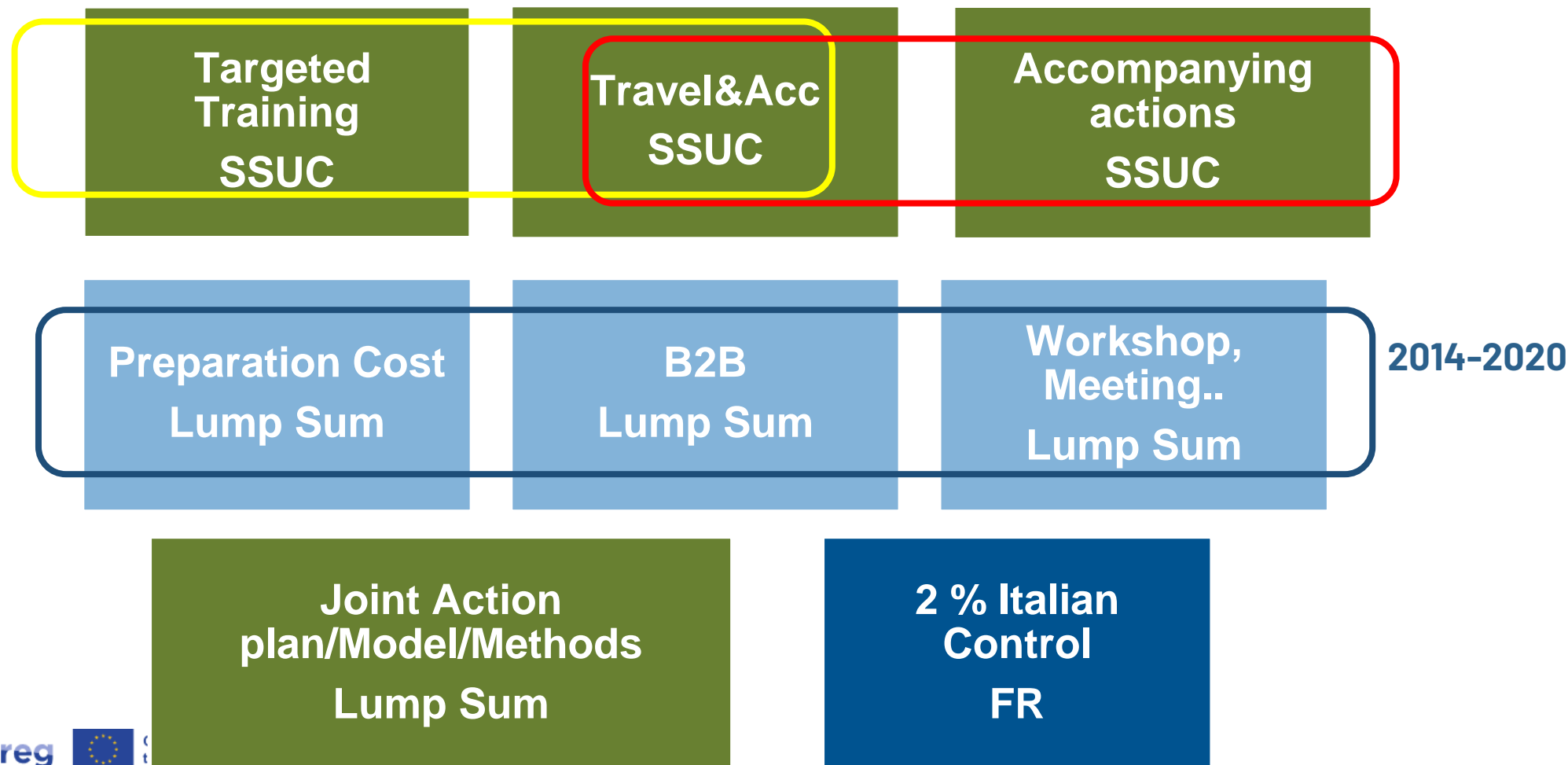
Italian National control systems – PROGRAMME ROSTER

- ✓ List of qualified controllers selected on the basis of defined professional criteria (Public open Call)
- ✓ The MA select the controllers and establish the List (Roster), the list is open
- ✓ The beneficiary send to MA a request of appointment of the FLC
- ✓ The MA send to beneficiary a short list (3 FLC), and the beneficiary appoints the FLC accordingly



Simplified cost options

Eligibility rules: SCO used for Small-scale projects



Simplified costs for Small-scale projects_TIPS

Lump sums binary approach

- **paying 0% or 100% of the single lump sum. If the indicated SCO output is not correctly delivered, no reimbursement is due.**

Standard scales of unit costs (SSUC) modulated approach

- the final value is re-parameterized to the real operating conditions.

Preparation costs: paid to LP (evidence is final AF + attachments)

Simplified costs for Small-scale projects _TIPS

Workshop, seminars, conferences...

- ✓ **Lump sum** per applicant partner/per country (including IPA contribution and national co-financing).
- ✓ **SCO Output:** workshop done, achieved once the minimum **one day, quality standard** and **no. of 40 participants from at least two different countries of the programme area** is reached. This may be reached as a sum of different persons in more than one days participation.

No online meetings are permitted.

Simplified costs for Small-scale projects _TIPS

Workshop, seminars, conferences...

- ✓ **Lump sum** per applicant partner/per country (including IPA contribution and national co-financing).
- ✓ **SCO Output:** workshop done, achieved once the minimum **one day, quality standard and no. of 40 participants from at least two different countries of the programme area** is reached. This may be reached as a sum of different persons in more than one days participation.

Simplified costs for Small-scale projects

Incoming mission and B2B meetings

- ✓ **Lump sum** per applicant partner/per country (including IPA contribution and national co-financing).
- ✓ **SCO Output:** event done, achieved once the minimum **one day, quality standard** and **no. of 10 operators from at least two different countries of the programme area** is reached. This may be reached as a sum of different operators in more than one gathering.

No online events are permitted.

WARNING

B2B meetings differ from workshops/seminars/conferences.

check manual

Simplified costs for Small-scale projects_TIPS

Targeted Training SSUCs (30hh/60hh/100hh)

- ✓ **Cross-border character** of the activity **proven** through an adequate participation of individuals of **at least two countries of the programme area**.
- ✓ Maximum duration of the **total training course: 100 hours**, for max **20 trainees**.
- ✓ **SCO Output:** Training done as for characteristics declared in the AF (topics, typology of trainees, countries belonging from...)

WARNING

Check the right allocation of the module. For example the module with support can only be used for disable/disadvantaged trainee.

For identifying disadvantaged individuals, reference must be made to the relevant national legislation, i.e., in the specific Italian case, people recognized as disabled pursuant to Law no. 12 March 1999. 68 and as disabled persons pursuant to Law 5 February 1992, n. 104.

Simplified costs for Small-scale projects_TIPS



Accompanying actions SSUCs

- ✓ Strengthening technical-managerial skills, transfer of skills from idea into real innovative companies
- ✓ Targeting individuals grouped into **at least 4 persons**
- ✓ **Cross-border character of the activity proven through an adequate participation of individuals of at least two countries of the programme area.**
- ✓ **SCO Output:** Actions done as for characteristics declared in the AF (topics, n. of trainees, typology of trainers, countries belonging from...)



Simplified costs for Small-scale projects_TIPS

SSUCs for Travel&Accommodation

- ✓ Strictly linked to Accompanying actions or Targeted Training, for **cross-border activities**
- ✓ The duration of the stays shall be limited and reasonable

| | Puglia-Molise & viceversa Land | Italy-Albania & viceversa Air | Italy-Montenegro & viceversa Air | Albania - Montenegro & viceversa Land | Italy | Albania | Montenegro |
|------------------------|--------------------------------------|-------------------------------------|--|--|-------|---------|------------|
| Travel | 52€ | 196€ | 221€ | 34€ | | | |
| Accommodation/day | | | | | 114€ | 101€ | 98€ |
| Subsistence daily rate | | | | | 98€ | 50€ | 60€ |

Simplified costs for Small-scale projects_TIPS

Lump Sum for Action plan/Model/Methods (ApMM)

- ✓ ApMM: joint models, joint models of management, procedures, innovative applications/tools, decision-making, strategic plans, feasibility studies, agreements, etc. or a combination of these
- ✓ **SCO output include the following main deliverables:**
 - 1) analysis (e.g. feasibility study, gap analysis, context analysis, data collection and assessment, etc) **x each PP involved;**
 - 2) the management model, process, procedure, application, etc. **x each PP involved; ;**
 - 3) ApMM testing (e.g. web or practical testing, case study or use in a real situation etc.) **x each PP involved;);**
 - 4) the partners' commitment to follow up on the ApMM (agreement, MoU, joint commitment letter, etc.) **x each PP involved;**

LP in the JPR shall issued the Joint ApMM, which brings together, in a coherent and integrated way, all the documents mentioned above.

Simplified costs for Small-scale projects_TIPS

Flat Rate Italian FLC's cost

- ✓ A 2% Flat Rate on total partner's budget (IPA + national co-financing), shall be applied by Italian beneficiaries to cover control of the expenditures.
- ✓ If the outputs are not fully achieved the 2% FLC cost will be reduced accordingly*
- ✓ **SCO output:** certificate issued by the controller

Communication requirements

Questions & Answers



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Thanks for your attention

Contacts:

Joint Secretariat

js@italy-albania-montenegro.eu

www.italy-albania-montenegro.eu

