



2nd Call for Proposals

APPLICATION MANUAL

Instructions how to fill in the Application

Ver 1.0

September 2018

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1. Quick Guide for Applicants in eMS

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

Disclaimer: The eMS is a system for both: the Programme and the applicants/beneficiaries, and it is constantly improving. For that reason, during the work in the eMS, some technical omissions might occur. Therefore it is recommended to:

- read carefully Application Manual – Instructions how to fill in the Application;
- bear in mind general tips and tricks at the end of this section;
- submit Application in the eMS in timely manner (avoid the very end of the deadline for submission of applications).

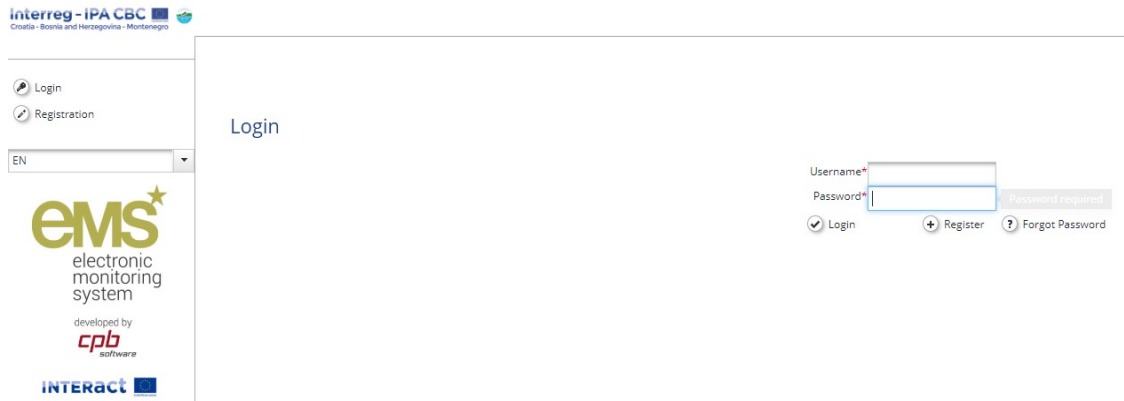
1.1. Technical information, system requirements, access and registration to eMS

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

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

The eMS system can be accessed on the following link: ems.interreg-hr-ba-me2014-2020.eu.

Figure 1 - eMS welcome screen



To use the eMS, you must first register by clicking on *Register* on the welcome screen (Figure 1). Then you will be required to provide a set of credentials.

Figure 2 - Registration form

Username will be used to log in and submit the Applications. It can be freely chosen by the Applicant's contact person.

Email is the e-mail address of the Applicant.

Password used for the access to the system (in the case the password is forgotten it can be changed by clicking on *Forgot Password* on the welcome screen, Figure 1).

First name, Last name and Title are the personal data of the applicant’s contact person.

Language is English as it is the Programme’s official language. This cannot be changed.

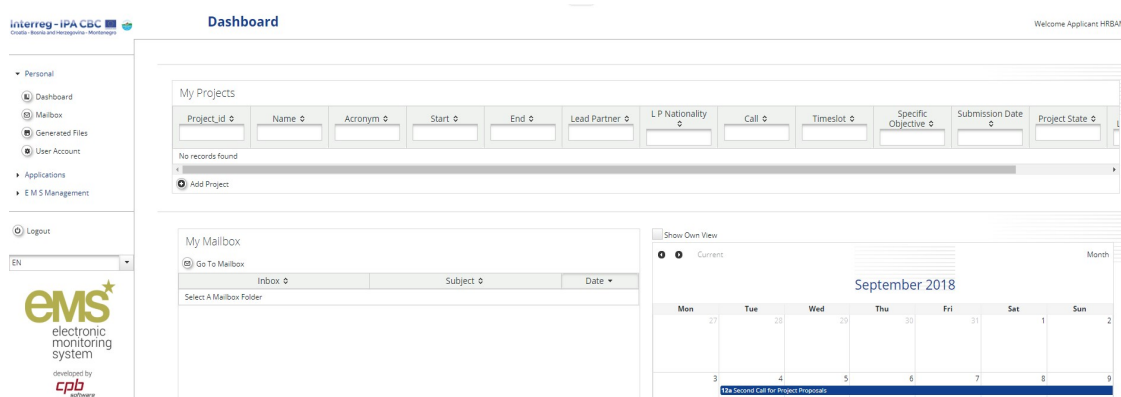
After you submit the filled-in registration form, a confirmation e-mail is automatically sent to your e-mail address. Only after receiving your confirmation, you will be able to log in to the eMS and apply your project proposal by filling in and submitting the Application.

NOTE!
Automatically generated e-mail messages (i.e. on successful submission of the Application) will be sent only to the user’s e-mail address registered within the eMS. Therefore, it is strongly recommended that the person registering in the eMS is the contact person of the Applicant.

1.2. Dashboard and Getting started in the eMS

After logging in, you will enter the dashboard. The main functions can be found on the left side menu, such as your mailbox, generated files, user account, managing applications, etc. The central part of the dashboard shows any created and saved Application for the project proposals (*My Projects*), your mailbox and a calendar.

Figure 3 - eMS Dashboard



In order to correctly use this system, you need to have a good understanding of the main concepts used by the Interreg IPA Cross-border Cooperation Programme Croatia-Bosnia and Herzegovina-Montenegro 2014-2020, described in the Cooperation Programme and Guidelines for Applicants. These include, but are not limited to: the Priority Axes and Programme specific objectives, the Programme results to be achieved by achieving project outputs, the concept of cross-border

cooperation, the expectations from the partnership and the project budget structure.

1.3. Steps in Application submission process and creating an Application

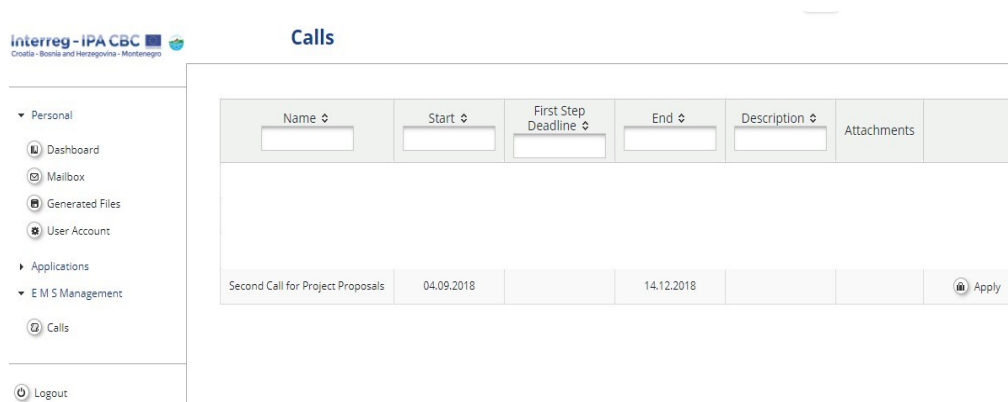
The following figure presents all basic steps from creating application to submission within the eMS:

Figure 4 - Steps in the application submission process



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

Figure 5 - Calls page

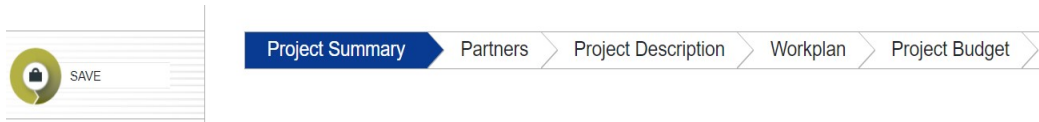


The eMS will open Application, which is divided into different tabs (Figure 6).

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

The Applicant institution which creates the project proposal in the eMS is considered as the Lead Applicant (LA). LA is responsible for the submission of the Application. In the eMS Lead Applicant is referred as Lead Partner. Please bear in mind that Lead Applicant in the case of selection of Project by the JMC automatically becomes Lead Beneficiary.

Figure 6 – Application



1.4. Assigning Users

After creating a project proposal, you will have a list of menu options available to you on the left side menu.

The Lead Applicant will be able to grant the right to access the Application to other project partners involved in the project proposal. Click on *User Management* menu option opens the form where you can grant the right to read (button *Add For Reading*) or edit (button *Add For Modification*) the Application to the other project partners. Before you can do so, the other project partners need to register in the eMS and provide their user names to you, as Lead Applicant.

Figure 7 - Assigning users

User Project Mapping

New User

+ Add For Reading

+ Add For Modification

Assigned User

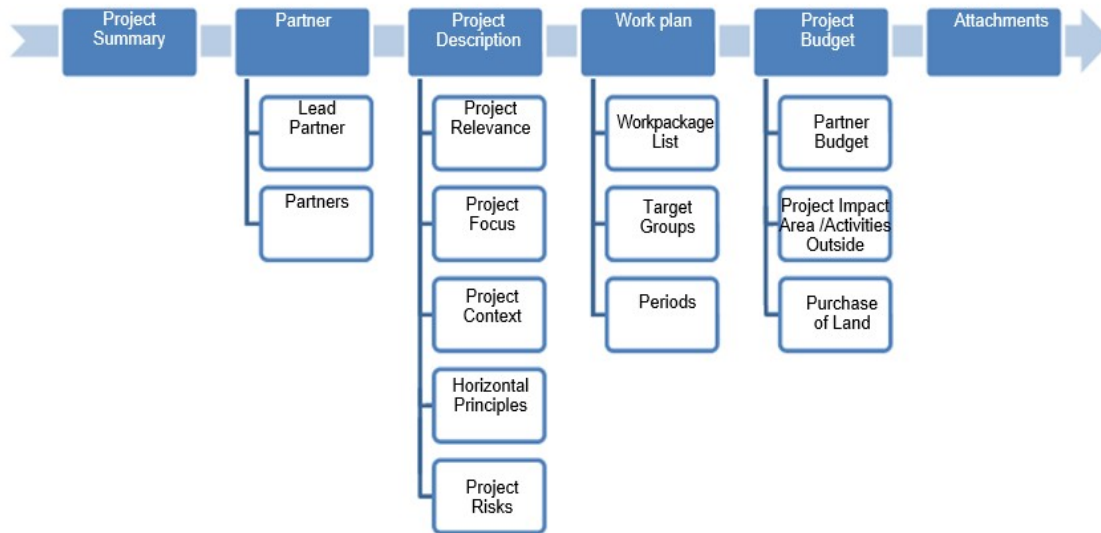
User Name	Role	Option
applicant	Applicant	- Remove

After granting access rights to other project partners, it is possible to work in parallel on the Application. However, you need to make sure that you are not working in the same section or sub section simultaneously, as this might result in a loss of data.

1.5. Workflow

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

Figure 8 - Application data entry workflow



1.6. Submitting the Application

After completing the Application and attaching all necessary supporting documents, the eMS requires that automatic checks of the Application are performed. You can activate automatic checks by clicking on left side menu option *Check Saved Project*. If any issues are found, such as missing or wrong data, you will need to correct this before you can save and check it again. Only after all checks are passed, you will be able to submit your Application by clicking left side menu option *Submit checked project*.

ATTENTION!

After the submission of the Application, the Lead Applicant will receive an automatic e-mail confirmation. Once submitted **no updates** to the Application will be able to be performed by any of the partners.

1.7. Help and Technical Support and General Tips and Tricks

Help and Technical Support

For any technical difficulties or problems, you might experience with the eMS, please contact the programme eMS expert in charge of the eMS at ma.ems@interreg-hr-ba-me2014-2020.eu.

Please note that questions related to 2nd Call for Proposals may be sent in writing via e-mail no later than 10 days before the deadline for the submission of applications, indicating clearly the reference of the Call for Proposals to the following e-mail addresses: js@interreg-hr-ba-me2014-2020.eu.

General Tips and Tricks

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

Please read carefully the following instructions for filling-in the Application:

- The eMS does not provide any warning or request of confirmation before leaving a section of the Application or before logging out. Always remember to **save your data** before leaving a section in the Application (*Save* button on upper left corner or at the bottom of the page), otherwise data will be lost.
- When filling in longer sections, please remember to **regularly save data**, in order to avoid data loss in case of interruptions of the Internet connection or other technical issues.
- The majority of fields are **mandatory**, and in these cases, the page cannot be saved unless these fields contain data. The eMS will highlight missing fields at the top of the page.
- The eMS allows you to save your work and resume a data entry session **at any time**, before finally submitting an Application.
- As a general recommendation, please **do not use** the *Enter* key in the eMS forms as this may lead to unexpected results. Always use the commands provided by the eMS user interface.
- Please note that certain text fields have a **limited number of characters**. If you try to input a longer text into such fields, you may experience that the text will be cut or that you may not be able to paste the text. Also, usage of font styles other than regular (**bold**, **italic** or **bold italic**, **underline**) will decrease the number of available characters in the text field. Please be aware that the form itself will not be assessed, but the content of the Application.

2. Filling in the Application

2.1. Section Project Summary

This section contains basic information about the project described in subsections *Project Identification*, *Project Summary*, *Project Budget Summary*, and *Project Outputs*.

The subsection *Project Identification* includes Project Title, Project Acronym, Project Number, name of the Lead Partner, Project Duration and drop-down menu for the selection of Programme Priority Axis and Specific Objective.

The Project Number (ID) is automatically generated once the project was saved for the first time.

The Project Title should be short and straightforward with a clear idea of what the project is about (recommended: no more than 15 characters).

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

Figure 9 - Project Summary

Project Summary

Project Identification

Programme Priority Improving the quality of the services in public health and social care	Specific Objective To improve the quality of the services in public health and social care sector across the borders	Project Number HR-BA-ME310
Project Acronym	Project Title 255 Characters Remaining	
Name Of Lead Lead Partner	Name Of Lead Eng Lead Partner	
Project Duration 24 Month 0 Days	Start Date 01.06.2019	End Date 31.05.2021

Please note that each project has to select only one Programme Priority Axis and one Programme Specific Objective.

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

Project Number and Project Duration in months are automatically generated from the system; therefore the Applicant does not need to fill in these boxes.

In subsection *Project Summary*, please provide a brief description of the project. The description must contain the following information:

- what are the common cross-border problems and challenges that will be jointly tackled in your project;
- what is the project's approach in addressing common challenges and/or joint assets;

- what is the main (overall) project objective and the expected change your project will make to the current situation;
- what are the project outputs (the list of project outputs needs to be aligned with the ones indicated within Workplan/WP Implementation and, if applicable, WP Investment);
- which are the main target groups (those individuals and/or organisations positively affected by the activities and results of the project, though not necessarily being directly involved in the project) that will benefit from the implementation of the project;
- the cross-border added value of the project.

Figure 10 - Project Summary description

Project Summary

Please give a short overview of the project (please cover all the points below):

- what are the common cross-border problems and challenges that will be jointly tackled in your project
- what is the project's approach in addressing common challenges and/or joint assets
- what is the main project objective and the expected change your project will make to the current situation
- what are the project outputs
- which are the main target groups (those individuals and/or organisations positively affected by the activities and results of the project, though not necessarily being directly involved in the project) that will benefit from the implementation of the project
- the cross-border added value of the project



Subsections Project Budget Summary and Project Outputs are automatically filled-in by the system, therefore the Applicant does not need to fill in these boxes.

Figure 11 - Project Budget Summary and Project Outputs

Title Programme Co-financing

Partner	Partner Abbreviation	Country	Programme Co-financing			Contribution			Total Eligible
			IPAFI	IPAFI Co- Financing(percent)	Percentage Of Total IPAFI	Public Contribution	Private Contribution	Total Public Contribution	
1 - Lead Partner	LP	HRVATSKA	€ 0.00	85.00 %	100.00 %	€ 0.00	€ 0.00	€ 0.00	€ 0.00
2 - Project Partner 1	PP1	BOSNIA AND HERZEGOVINA	€ 0.00	85.00 %	100.00 %	€ 0.00	€ 0.00	€ 0.00	€ 0.00
3 - Project Partner 2	PP2	LPHA FOPA (CRNA GORA)	€ 0.00	85.00 %	100.00 %	€ 0.00	€ 0.00	€ 0.00	€ 0.00
Sub-total For Partners Inside			€ 0.00	--	100.00 %	€ 0.00	€ 0.00	€ 0.00	€ 0.00
Sub-total For Partners Outside			€ 0.00	--	100.00 %	€ 0.00	€ 0.00	€ 0.00	€ 0.00
Total			€ 0.00	--	100.00%	€ 0.00	€ 0.00	€ 0.00	€ 0.00

 Export

Project Outputs

Programme Output Indicators	Project Output Indicator Targets	Measurement Unit	Project Output Quantification Target	Project Output Number	Project Output Title
Number of jointly developed and/or implemented tools and services that enable better quality of health and/or social care services	0,0	Number	0,00	0,11,2	Project Output 2
Number of participants in joint education and training schemes on health and/or social care	0,0	Number	0,00	0,11,3	Project Output 3
Population covered with improved health and/or social care services (CI) *	0,0	Number	0,00	0,11,1	Project Output 1

 Save

2.2. Section Partner

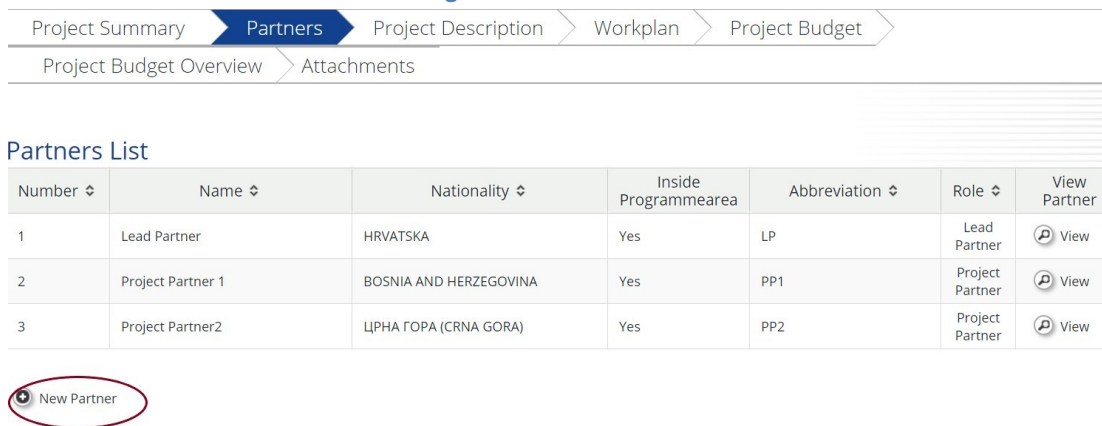
This section consists of two subsections: *Partners List* and *Partnership Description*.

In the subsection Partners List all partners involved should be listed.




ATTENTION!

In order to include additional partners in the Application, please remember that you have to be in the subsection Partner List. By clicking the button **New partner** below Partners List, you can add new partners in the partnership.

Figure 12 - Partners List



The screenshot shows a navigation menu with the following items: Project Summary, Partners (highlighted), Project Description, Workplan, Project Budget, Project Budget Overview, and Attachments. Below the menu is the title "Partners List" and a table with the following data:

Number ↕	Name ↕	Nationality ↕	Inside Programmearea	Abbreviation ↕	Role ↕	View Partner
1	Lead Partner	HRVATSKA	Yes	LP	Lead Partner	 View
2	Project Partner 1	BOSNIA AND HERZEGOVINA	Yes	PP1	Project Partner	 View
3	Project Partner2	LIPHA GOPA (CRNA GORA)	Yes	PP2	Project Partner	 View

Below the table is a button labeled "New Partner" with a plus icon, which is circled in red in the original image.

2.2.1. Partners List

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

Figure 13 - Project Partner information

Project Partner 2

Partner Role In The Project
Project Partner

Partner Name (as in the Legal Registration Act)
Project Partner 2 238 Characters Remaining

Partner Name (En)
Project Partner 2 1980 Characters Remaining

Abbreviation
PP2

Department (if applicable)
255 Characters Remaining

Address

Nurs0
LPHA TOPLA (CRNA GORA) (ME)

Name Of Other Region
From All Regions


Nurs2
Crna Gora (Crna Gora) (ME50)

Nurs3
Herceg Novi (ME500)

Street _____ House number _____

Postal Code _____ City _____

Internet Page _____



Please note that there might be some difficulties with GPS positioning of project partners due to changes of Google Maps service rules and technical limitations of eMS.

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

Figure 14 - Legal and financial information

Legal And Financial Information

Type of Partner Organisation
local public authority

Legal Status
Public

EU Co-financing%
(max=85.00 %)
85.00%

Recover Vat

Vat Number _____ yes

I Would Like To Receive Advanced Payment

Legal Representative

Title
Mr

Name _____ Last Name _____

E-mail Address _____ Telephone _____

Contact Person

Title
Mr

Name _____ Lastname _____

E-mail Address _____ Telephone _____

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

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

- Description of the main fields of interest of the partner,
- Information on the partner's thematic competences and experiences relevant for the project (how the partner's specific activities are connected to the subject of the project),
- If applicable, description of the main economic activities carried out by the partner in its daily business, specifying which type of activities and in which market.

Figure 15 – Competences

Competences

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

2000 Characters Remaining

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

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

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

Figure 16 - Role in the Project

Role in the Project

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

2000 Characters Remaining

In the text box *EU/international Projects Experience*, please provide information about the previous experience of each partner in EU/international projects (e.g. IPA Funds, Structural and ESI Funds, Interreg 2014-2020, EU Research Framework Programme/HORIZON 2020, Intelligent Energy Europe, LIFE, Lifelong learning programmes/Erasmus+, etc.), regarding the following aspects:

- Experience in management/coordination of previous/ongoing EU/international projects,
- Participation, role and responsibilities in previous/ongoing EU/international projects.

Figure 17 - EU/international Pprojects Experience

EU/International Projects Experiences

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

2000 Characters Remaining

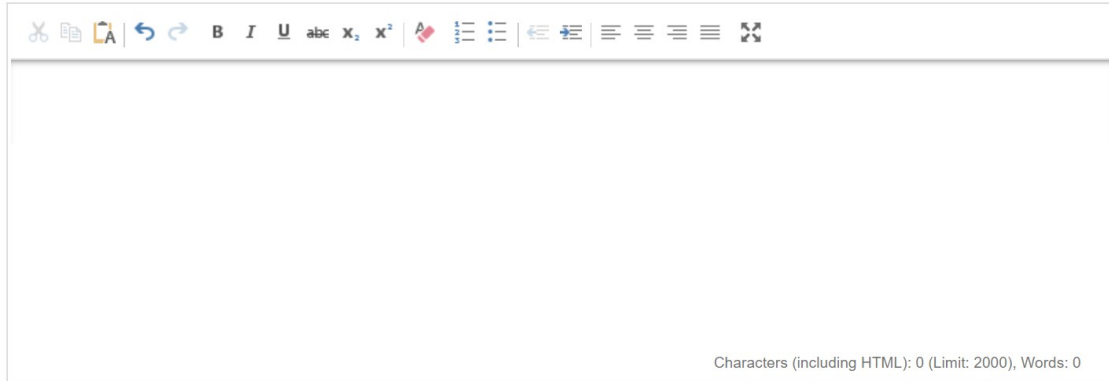
2.2.2. Partnership Description

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

**Figure 18 - Partnership
Description**

Partnership Description

Please explain proposed composition of partners that will be involved in the project taking into account the project results and objectives.



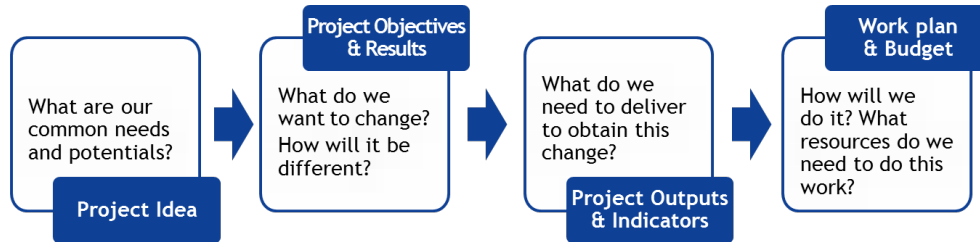
Please note that you have to click the **SAVE** button on the left side of the eMS interface in order to save data in this subsection.

2.3. Section Project Description

Under section Project Description applicants have to provide information on how the project contributes to the objectives of the Interreg IPA CBC Programme Croatia-Bosnia and Herzegovina-Montenegro 2014-2020 .

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

Figure 19 - From idea to the project



2.3.1. Project Relevance

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

This subsection *Project Relevance* consists of four text boxes: *Territorial Challenge*, *Project Approach*, *Cross-border Cooperation* and *Cooperation Criteria*.

Territorial Challenge

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

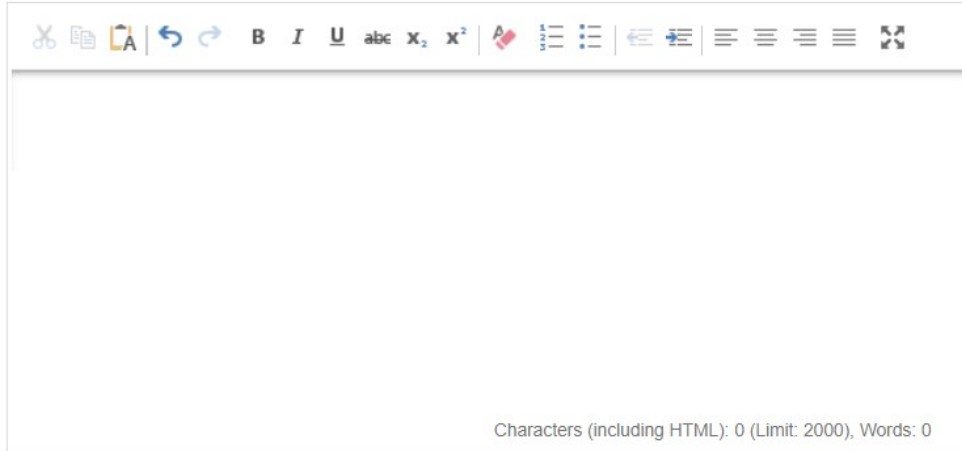
- specify the initial situation, detected problems, challenges in project targeted area;
- clearly describe why the project is considered necessary to be implemented for the involved project targeted area (it is recommended to be precise and focused on the specific issues tackled by project).

Figure 20 - Territorial Challenge

Territorial Challenge

What are the territorial challenges that will be tackled by the project?

Please describe the relevance of your project for the programme area in terms of common challenges, joint assets and opportunities addressed. Please specify the situation for the territories participating in the project.



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

Project Approach

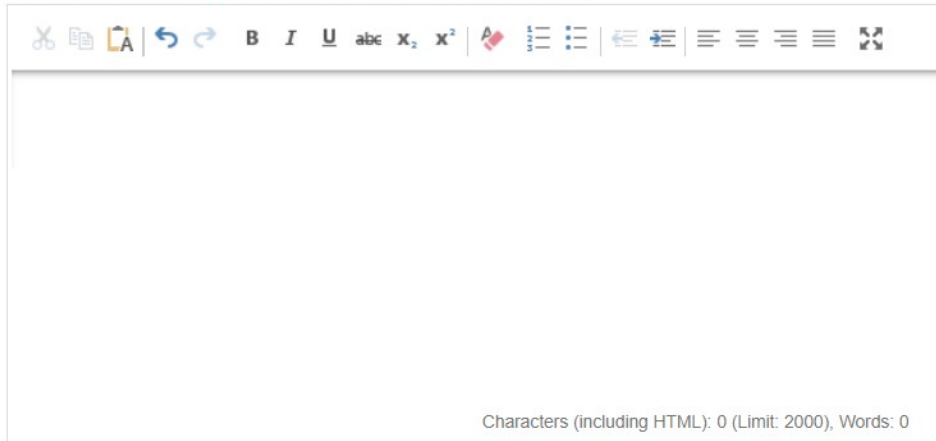
Please provide the following information:

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

Figure 21 - Project Approach

Project Approach

What is the project's approach in addressing these common challenges and/or joint assets? Please describe solution/practice that will be developed during the project and/or existing solutions/practices that will be adopted and implemented during the project lifetime. Please explain how will the approach used in the project further improve existing practice in the sector and/or programme area.



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

Cross-border Cooperation

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

Please explain:

- why is cross-border cooperation needed to achieve the project's objectives and results, i.e. why the project objectives cannot be reached acting only on a national/regional/local level;
- what is the added value for the project partners and target groups gained through the cross-border cooperation.

Cross-border cooperation should exceed the mere exchange of experiences and should enable joint development of solutions and implementation. Projects that do not address an issue of cross-border relevance or covering only issues fundable by national/regional/local level will not be supported by the Interreg IPA CBC Programme Croatia-Bosnia and Herzegovina-Montenegro 2014-2020 .

Figure 22 - Cross-border Cooperation

Cross-border Cooperation

Why is cross-border cooperation needed to achieve the project's objectives and results?
Please explain why the project goals cannot be efficiently reached acting only on a national/regional/local level and describe what benefits the project partners/target groups/project area gain in taking a cross-border approach.

✂ 📄 🔍 ↶ ↷ **B** *I* U abc x₂ x² 🔗 ☰ ☰ ☰ ☰ ☰ ☰ ☰ ☰ ☰ ☰

|

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

Cooperation Criteria

In this subsection please select at least 3 cooperation criteria that apply to the project and describe how the selected cooperation criteria will be implemented.

Figure 23 - Cooperation Criteria

Cooperation Criteria

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

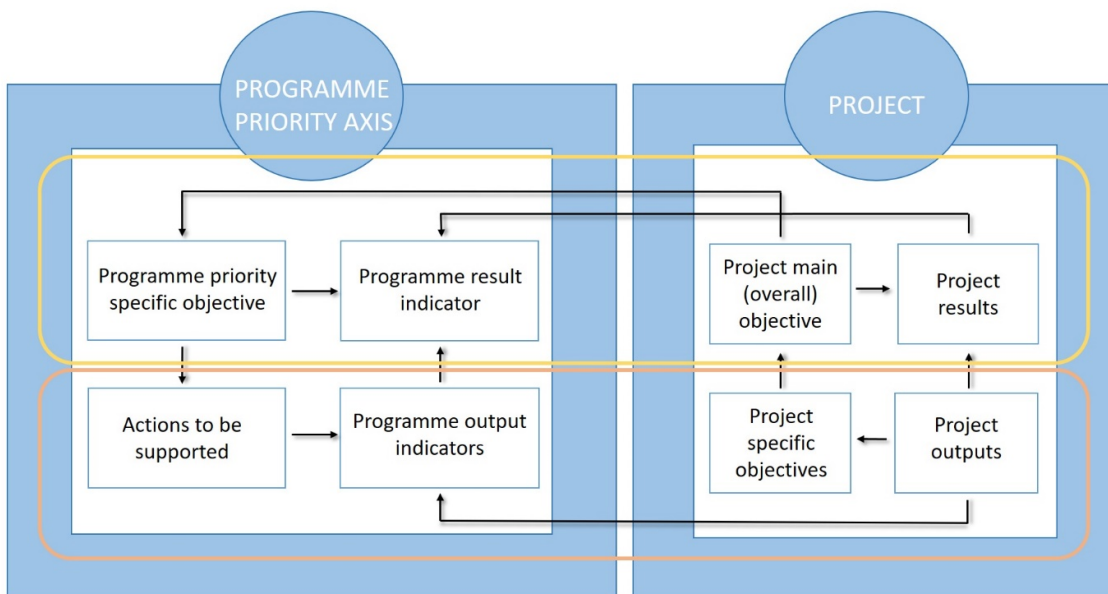
Joint Development (compulsory) <input checked="" type="checkbox"/>	500 Characters Remaining
Joint Implementation (compulsory) <input checked="" type="checkbox"/>	500 Characters Remaining
Joint Staffing <input checked="" type="checkbox"/>	500 Characters Remaining
Joint Finances <input type="checkbox"/>	500 Characters Remaining

2.3.2. Project Focus

The coherence of the project objectives, results, activities and outputs and with the Programme specific objectives, result indicators and output indicators should be clearly described in this subsection of the eMS.

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

Figure 24 - Project intervention logic



Project main (overall) objective provides overall context for what is project trying to achieve. It describes the strategic and long term change that the project seeks to achieve for the benefit of the target groups/project area. After specifying project main (overall) objective and project result, choose a Programme priority axis specific objective to which the project contributes and describe how it will contribute. It is important to secure consistency between project objectives and Programme specific objective. Choose a Programme result indicator corresponding to the chosen Programme priority axis specific objective to which project will contribute. The project shall demonstrate the direct link between Programme and project results by indicating to what extent it will contribute to the Programme result indicator.

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

with project outputs. Ideally direct link should be established. Note that the project should specify up to three project specific objectives.

Project results constitute the immediate advantage of carrying out the project, telling us about the benefit of using the project outputs.

Project outputs are ones captured by a Programme output indicator and that directly contribute to the achievement of the project result. Project output and Programme output indicator need to have the same measurement unit to be able to aggregate them. An aggregation of project outputs based on Programme output indicators is essential for the achievement of output targets set on the Programme level. Project outputs represent outcomes obtained following the implementation of project activities.

Example:

<p>Main (overall) objective -> To strengthen rural tourism in the Dubrovnik-Neretva County, Herceg Novi Municipality and Trebinje Municipality of the cross-border area</p>	<p>Specific objective -> To establish a cross-border cooperation model on rural and sustainable tourism for municipalities, cities, family farms and relevant stakeholders of the Dubrovnik-Neretva County, Herceg Novi Municipality and Trebinje Municipality by the end of project implementation</p>
<p>Project result -> 20% increase of tourists visiting rural destinations in Dubrovnik-Neretva County, Herceg Novi Municipality and Trebinje Municipality</p>	<p>Project outputs -> 2 cross-border culinary tours developed and offered by travel agencies ->1 rural destination revitalized</p>

The following should be stated in the eMS:

- **Project Main (Overall) Objective**

State a clear, concise description of the project main (overall) objective. The project main (overall) objective should be feasible and realistic within the project's lifetime. Its contribution to the relevant Programme specific objective should be precisely described.

Figure 25 - Project Main Objective

Project main (overall) objective. What is the main (overall) project objective and how does it link to the overall Programme goal? How does it contribute to the programme priority axis specific objective?

1500 Characters Remaining

- **Project Results**

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

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

In the second text box the project result/s, that the project envisages to achieve, should be enlisted. The project result/s represent(s) the direct change achieved by the project in the Programme area, that is, by the achievement of all project outputs. Explain the contribution of project result(s) to the Programme Result Indicator by indicating to what extent it will contribute to the Programme result.

Figure 26 - Programme Result Indicator and Expected Project Results

Programme Result indicator

Result Indicator

Number of elderly people and children assisted by social services provided ▼

Expected Project Results

What are the project results and how do they contribute to the programme result indicator and relevant target group's needs? Please insert information on the methodology for calculating baseline and target value for programme result indicator as well as source of verification for the data provided.

2000 Characters Remaining

- **Project Specific Objectives**

In the first text box please insert the title of the Project Specific Objective. ***Please note that up to three (3) Project Specific Objectives can be inserted per Application!***

In the second text box a short explanation how specific objective is linked with the project outputs should be stated. The specific objectives should contribute to the project main (overall) objective. They should be concrete, realistic and achievable. It should be possible, at least to some extent, to measure achievement of project specific objectives with project outputs.

Figure 27 - Project Specific Objectives

Project Specific Objectives

Which are the specific objectives the project aims to achieve, that is, the positive changes that the project seeks to achieve? Define max. 3 specific objectives of the project.

Project Specific Objective 1

 Remove Project Specific Objective

Project Specific Objective Title

Project Specific Objective Explanation

750 Characters Remaining

 Add Project Specific Objective

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

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

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

Figure 28 – Sustainability, Durability and Transferability of Project Outputs

Sustainability, Durability and Transferability of Project Outputs

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

1000 Characters Remaining

 Save

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

1000 Characters Remaining

Examples:

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

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

2.3.3. Project Context

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

EU/International Strategies and Policies Contribution

In the text box *EU/International Strategies and Policies Contribution*, please describe in what way the project contributes to the existing relevant strategies and policies at EU/international level, such as

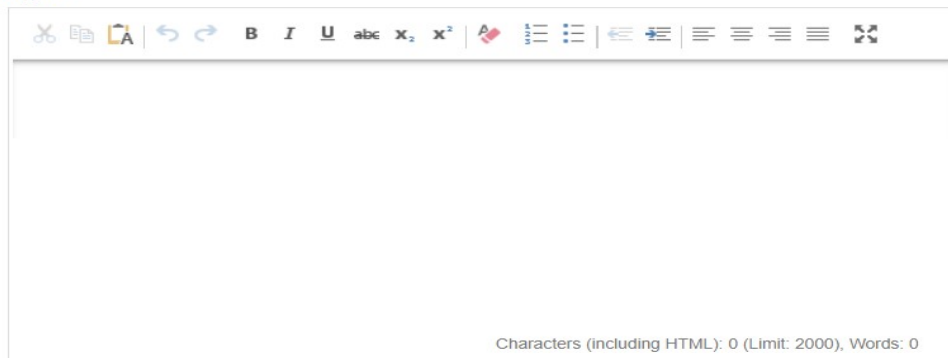
Europe 2020 Strategy, South East Europe 2020 Strategy, European Territorial Agenda, Health Strategy “Together for health”, Strategy for sustainable development, Thematic Strategy on Air Pollution, Biodiversity strategy for 2020, Disaster Preparedness and Prevention Initiative for South Eastern Europe, e-Government Action Plan, i2010 initiative, etc.

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

Figure 29 - EU/International Strategies and Policies Contribution

EU/International Strategies and Policies Contribution

Please describe the project's contribution to relevant strategies and policies at EU/international level (e.g. EU 2020, SEE 2020, etc); in particular, those concerning the thematic scope of the project and the participating regions.



Macroregional Strategies Contribution

In the text box *Macroregional Strategies Contribution*, please indicate if the project contributes to one or both of macroregional strategies relevant for the Programme:

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

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

Figure 30 - Macroregional Strategies Contribution

Macroregional Strategies Contribution

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

EU Strategy for the Adriatic and Ionian Region

1500 Characters Remaining

EU Strategy for the Danube Region

1500 Characters Remaining

National/Regional/Local Strategies and Policies Contribution

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

- in Croatia: National Health Care Development Strategy 2012-2020, Strategy of Energy Development 2009–2020, Croatian national action plan for renewable sources of energy for 2020, National Energy Efficiency Programme 2008–2016, Energy Strategy of Republic of Croatia, Croatian Tourism Development Strategy until 2020, Strategy for Development of Entrepreneurship in Croatia 2013 – 2020, Regional Development Strategy of the Republic of Croatia for the period up to the end of 2020 and other relevant strategies.
- in Bosnia and Herzegovina: Tourism Development Strategy in the Federation of Bosnia and Herzegovina, the Tourism Development Strategy of Republika Srpska and the Tourism Development Strategy for Brčko District (plus other strategies related to the Priority axis of the Programme).
- in Montenegro: Strategy for development of social and child care system 2013-2017, National action plan for children 2013-2017, Strategy for development of social protection for elderly people 2013-2017, Strategy for integration of people with disabilities 2008-2016, Strategy for protection of victims of domestic violence 2011-2015, Strategy for development of foster care 2012-2016, Strategy for long-term solution of problems of displaced persons 2011-2015, Montenegro Economic Reform Programme 2015-2017, The National Strategy for Employment and Human Resources Development 2012–2015, Montenegro Development Directions 2013-2016, Strategy of Science and Research Activity 2012-2016, Strategy for Development and Financing of Higher Education 2011–2020, Strategy for Regional Development of Montenegro 2014-2020, Strategy for the Development of the

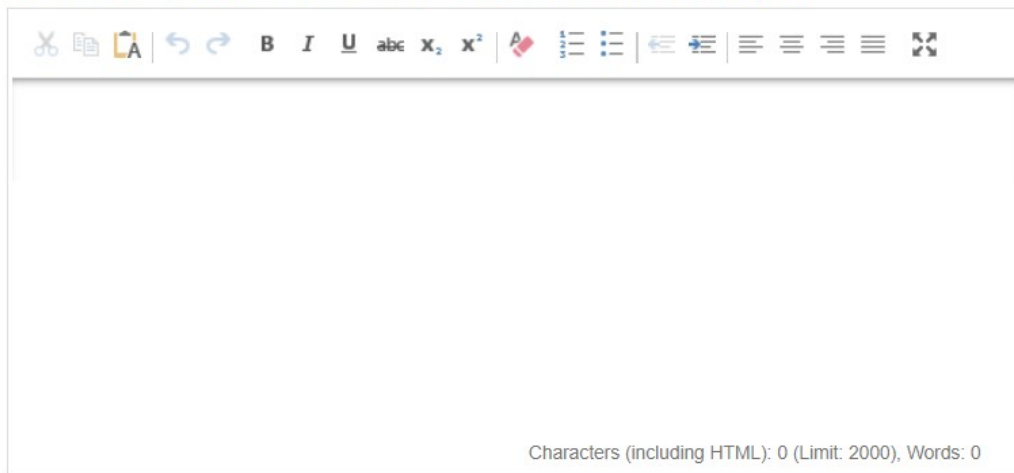
Manufacturing Industry 2014-2018, Industrial Policy by 2020, Strategy for Sustainable Economic Growth in Montenegro through the Introduction of Business Cluster 2012-2016, Strategy for Development of National Brand of Montenegro 2016, Master Plan for Health Development of Montenegro 2015-2020, National Strategy for Combating HIV/AIDS 2015-2020, Strategy of Biodiversity and Action Plan from the Montenegrin Ministry of Spatial Planning and Environmental Protection, Energy Development Strategy by 2025, National Strategy for Emergency Situations, Montenegrin Tourism Development Strategy to 2020, Strategy for Sustainable Economic Growth in Montenegro through the Introduction of Business Clusters 2012-2016.

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

Figure 31 - National/Regional/Local Strategies and Policies Contribution

National/Regional/Local Strategies and Policies Contribution

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



The form is a rich text editor. The toolbar at the top includes icons for: undo, redo, bold (B), italic (I), underline (U), text color (abc), background color (x₂), x², link (A), bulleted list, numbered list, indent left, indent right, decrease indent, increase indent, and fullscreen. Below the toolbar is a large, empty rectangular text area. At the bottom right of the text area, it says "Characters (including HTML): 0 (Limit: 2000), Words: 0".

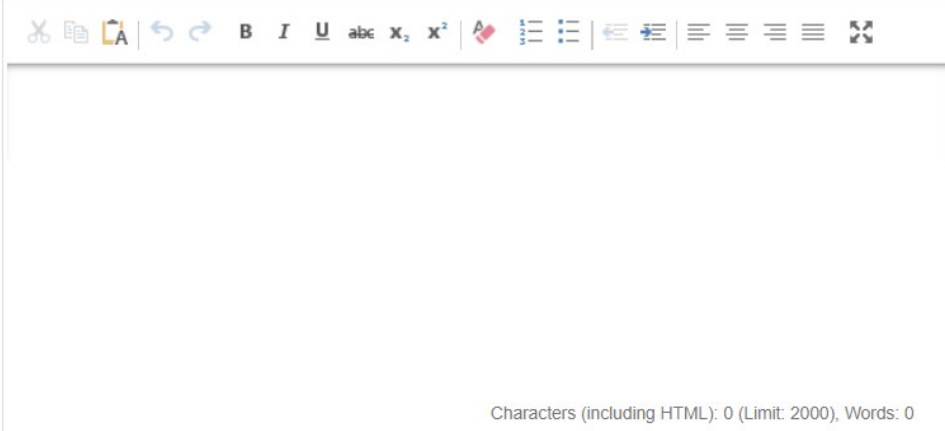
Knowledge Potential

In the text box *Knowledge Potential*, please describe how the project makes use of available knowledge and builds on existing results taking into account capitalisation of previous projects or other relevant synergies and initiatives.

Figure 32 - Knowledge Potential

Knowledge Potential

Please describe how the project makes use of available knowledge and builds on existing results taking into account capitalization of previous projects, synergies and initiatives.



 Save

2.3.4. Horizontal Principles

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

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

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

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

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

Sustainable development (environment)

In this text box, please describe the contribution to sustainable development and explain how the sustainability principle is included within the project and planned activities. Please also describe the

environment effects the project is likely to have considering the following aspects: greenhouse gas emissions, climate and climate change, water, air, soil, biodiversity, fauna and flora, cultural and archaeological heritage and landscape, population and human health.

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

Equal opportunity and non-discrimination

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

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

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

Equality between men and women

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

Active measures contributing to this horizontal principle could be: integrating equal participation of women and men, promoting gender mainstreaming¹, etc.

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

Figure 33 - Horizontal Principles

Horizontal Principles

Please indicate and describe how the project is likely to affect the following horizontal principles:

- **sustainable development (environment):** How does the project take into account environmental protection requirements, resource efficiency, climate change mitigation and adaptation, disaster resilience and risk prevention and management?
- **equal opportunity and non-discrimination:** How does the project promote equal opportunities and prevent any discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation during the preparation and implementation of the project?
- **equality between men and women:** How does the project contribute to the promotion of equality between men and women?

Sustainable development (environment) neutral	<input type="text"/>	1000 Characters Remaining
Equal opportunity and non-discrimination neutral	<input type="text"/>	1000 Characters Remaining
Equality between men and women neutral	<input type="text"/>	1000 Characters Remaining

2.3.5. Project Risks

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

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

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

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

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

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

Figure 34 - Project Risks


Risk 1

Start Date End Date Risk Impact Risk Likelihood


Title

Please provide the description of the risk relevant for your project or the threats and problems that can potentially become risks during project implementation.

Please describe the solutions to avoid threats/problems and/or measures to reduce or mitigate the impact of the risk identified.



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

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

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

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

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

TIP!

We propose to identify relevant risks through the risk analysis at one of the partner meetings during the project development stage taking into account that involvement of all partners in this process raises partners' awareness about possible risks and helps them to identify as many relevant risks as possible (especially with reference to different countries, legislation, sectors, and types of organizations involved).

Basic risk management is important for every project, but the level of details needed varies depending on the size of the project and the number of risks and possible impacts on the achievement of the project objectives.

2.4. Section Workplan

Section *Workplan* consists of the following sub-ections: *Workpackage List*, *Target Groups* and *Periods*.

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

The subsection Workpackage List is composed of **five workpackages** (*Preparation, Management, Implementation, Investment and Communication Workpackages*) predefined in the eMS to be filled in by the Applicant. Out of those five **three of them are mandatory** (*Management, Implementation and Communication Workpackages*) to be filled in by the Applicant. In these workpackages all activities from all project partners have to be listed, which means that it is not allowed to have the separate workpackages per partners.

Other two workpackages (*Preparation and Investment*) are to be fulfilled by the Applicant, if applicable.

At the beginning of the subsection Workpackage List, a **workpackage overview list** is displayed which is automatically filled-in according to information included in the subsequent workpackages description.

In the Application also the overall project time line in a Gantt chart is displayed. The chart is automatically generated on the basis of information inserted in the workplan and it visualises the timing of all workpackages and project outputs, activities and deliverables.

In general, a workpackage is characterised by the following:

- Workpackage objective,
- Clear roles and responsibilities of project partners,
- Activities with related deliverables,
- Should produce at least one project output (where applicable),
- Defined by a start and end date,
- Logical linkage with other workpackages.

Project glossary

Term	Definition
Project workpackage	A group of related project activities required to produce project outputs.

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

2.4.1. Workpackage List

2.4.1.1. WP Preparation P

Please note that Workpackage Preparation is not mandatory to be filled in. In case project envisages preparatory costs to be incurred, please note that only Lead Applicant is entitled to apply for them within the Application. However, the partnership should decide which partners will receive what share of the reimbursement of preparation costs based on the conducted activities. Even a single partner might retain the entire lump sum. It is strongly recommended to achieve a joint agreement within the partnership on the distribution of preparation costs reflecting the actual preparation activities carried out by the partners.

Applicants do not need to define outputs for Workpackage Preparation.

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

1. Please provide description of the activities implemented in project preparation phase which can be clearly linked to the planned (lump sum) expenditures.

Note that only Lead Applicant on behalf of the project partnership is entitled to request preparatory costs in the form of a lump sum in the total amount of up to EUR 3.000 per project. The applicants should estimate the total amount of preparatory costs based on the planned activities to be done during the preparation phase of the project. A short justification of planned activities should be provided.

Preparatory costs may include costs of meetings between potential beneficiaries, related staff costs, travel costs, costs of external experts for preparation of the documentation, studies, translation of documents, consultations and any other cost related to the preparation of the project activities carried out before the signing the Subsidy Contract.

2. Please provide description of the activities implemented in project closure phase which can be clearly linked to the planned (lump sum) expenditures. Note that only Lead Applicant on behalf of the project partnership is entitled to request closure costs in the form of a lump sum in the total amount of up to EUR 2.000 per project. The Applicants should estimate the total amount of closure costs based on the planned activities to be done during the closure phase of the project. A short justification of planned activities should be provided. Closure costs refer to activities of the preparation and submission of the Final Progress Report. This amount aims to compensate the work related to the project closure after the end date of the project implementation period.

Figure 35 - WP Preparation

Preparation P

Wp Details

Project Preparation

Wp Start: January 2019 Wp End: January 2019


Partner

Partners Involvement

<input type="checkbox"/>	Number ↕	Name ↕	Role ↕	Abbreviation ↕
<input type="checkbox"/>	1	Project partner 1	LP	
<input type="checkbox"/>	2	Project partner 2	PP	

Summary

Please provide description of the activities implemented in project preparatory and closure phase which can be clearly linked to the planned (jump sum) expenditures (e.g. costs of staff, meetings and travel of the project team members, external experts, preparation of the documentation, studies, translation of documents, consultations and any other activity related to the project development). (This instruction applies to Workpackage Preparation only)
Please provide a summary of communication objectives, description of the approach used to achieve those communication objectives and related communication activities. (This instruction applies to Workpackage Communication only)



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2.4.1.2. WP Management M

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

Applicants do not need to define outputs for Workpackage Management.

Project Management	WP Start Date	WP End Date	WP Budget
	Automatically filled in from the Project Summary section	Automatically filled in from the Project Summary section	Automatically filled in from the Project Budget section
Partner			
Partners involvement	Select Partners involved		
Summary			

Please provide summary description for project management and coordination activities of the proposed Project.

Examples of management activities:

- *Start-up activities (signature of the partnership agreement, kick off meeting, setting up of management structures, etc.);*
- *Day to day project management, coordination (tools and procedures, including coordination meetings, monitoring of progress of activities and preparation of reports, quality management) and internal communication;*
- *Monitoring of the project implementation (structure and procedures, meeting of the decision making bodies / steering committee / advisory board, appraisal of project progress and management such as evaluation and reviews);*
- *Financial management (incl. monitoring of incurred expenditure, transfer of funds and cash flow management), preparation of necessary documentation in view of the validation of expenditure and of controls/audits.*

Figure 36 - WP Management

Management M

Wp Details

Project Management	Wp Start	Wp End
	Jan.2019	Dec.2020

Partner

Responsible Partner

1 - Project partner 1

Partners Involvement

	Number ↕	Name ↕	Role ↕	Abbreviation ↕
<input checked="" type="checkbox"/>	1	Project partner 1	LP	
<input type="checkbox"/>	2	Project partner 2	PP	

Summary

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

2000 Characters Remaining

Activity A.M.1	Title		Start Month	End Month
	Insert title of Activity Typical activities for this work package are: - setting up of management structures - kick-off meeting - project monitoring - coordination and communication within the partnership - project closure		MM.YYYY e.g. 01.2019	MM.YYYY e.g. 12.2020
	Activity description			
	Please describe each activity and clearly describe role of each member of project management team (functions, description of work with reference to the expenditure category of the project budget). In addition to the description of the activity, please insert more details on the foreseen budget in terms of planned costs and expenditures envisaged for the activity.			
	Deliverable D.M.1.1			
	Title	Deliverable description	Target Value	
	Please insert the title of the deliverable. Please note that each activity should include one or more deliverables (tangible, measurable and specific) that contribute to the achievement of project outputs. Please limit deliverables to the most important ones. Deliverables should be planned for the corresponding activity whenever relevant. The envisaged deliverables will have to be reported in the progress reports. Examples: <i>minutes of meetings, progress reports and other mandatory documents for the programme, evaluation, internal control reports or specific management tools, etc.</i>	Please insert the short description of the deliverable.	Please quantify the deliverables.	

Figure 37 - Activities and Deliverables

Activity A.M.1

Title 255 Characters Remaining

Start Month 2019

End Month 2020

Indicative Budget

Please describe each activity in a more detailed way with clear and logical distribution of tasks and responsibilities of each partner involved. 1000 Characters Remaining

Deliverable D.M.1.1

Title 255 Characters Remaining

Target Value

Each activity should include one or more deliverables (tangible, measurable and specific) that contribute to the achievement of project outputs. 255 Characters Remaining

2.4.1.3. WP Implementation

The Workpackage Implementation is **mandatory** to be filled in by the applicants. This workpackage represents the activities of all project partners that will be the core of the project (content-related activities) and which outputs will be delivered in order to achieve the project results and objectives.

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

Example of grouping similar tasks under related activities:

WP		Implementation
Development of the business environment		
Activity	1	Tasks
Equipping research laboratory		<ul style="list-style-type: none"> ✓ Analyses of the current state of equipment ✓ Purchase of equipment ✓ Setting up the equipment ✓ Etc.

<p>Activity 2 Improving educational capacities</p>	<p>Tasks</p> <ul style="list-style-type: none"> ✓ Design of workshops curriculum ✓ Preparation of materials for participants ✓ Organization of workshops, services, and courses ✓ Etc.
<p>Activity 3.....etc.</p>	

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

Figure 38 – WP Implementation

Wp Details

Title	Wp Start	Wp End
<input style="width: 95%;" type="text"/>	Jan.2019	Dec.2020

Partner

Responsible Partner


1 - Project partner 1 ▼

Partners Involvement

<input type="checkbox"/>	Number ↕	Name ↕	Role ↕	Abbreviation ↕
<input checked="" type="checkbox"/>	1	Project partner 1	LP	
<input type="checkbox"/>	2	Project partner 2	PP	

Summary

Please provide short description of the activities that will be implemented within this work package in order to achieve project objectives and results (i.e. work package project outputs, clear roles and responsibilities of project partners, short overview of activities).



Project Outputs

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

Each activity within this work package must foresee at least one deliverable. Deliverables aggregated together need to contribute to project outputs. Therefore, **at least one project output should be envisaged under this workpackage.**

For each project output a detailed description, its quantification including methodology for the calculation of the target value and planned delivery date have to be provided.

NOTE!

If an activity/deliverable/output is deleted and new activity/deliverable/output is created, it may occur the new activity/deliverable/output is suitably numbered. Therefore, in such case, it is strongly recommended to delete all previously created activities/deliverables/outputs (not only the activity/deliverable/output that is incorrectly entered) and to recreate all activities/deliverables/outputs in the right order. If problem stil occurs, please contact the MA at: ma.ems@interreg-hr-ba-me2014-2020.eu (please provide the project acronym, a project ID, and a partners name).

Work package Project Outputs	Title	Description	Programme Indicator	Output
	Insert title of Project Output	<p>Project outputs represent outcomes obtained following the implementation of project activities. Each project output should be captured by a Programme output indicator and should directly contribute to the achievement of the project result. Each activity should include one or more deliverables (tangible, measurable and specific) that contribute to the achievement of project output. Ideally, each activity may foresee at least one project output.</p> <p>Describe the project output and its contribution to project specific objectives.</p>	Select from the drop-down menu a Programme output indicator to which the project output will contribute.	
		Month	Quantity	
		MM.YYYY	Insert number of units	

Figure 39 - WP Project Outputs and Programme Output Indicator

Workpackage Project Outputs

Project outputs represent outcomes obtained following the implementation of project activities. Each output should be captured by a programme output indicator and should directly contribute to the achievement of the project result.

Project Output O.T1.1 Remove Project Output

<p>Title</p> <input style="width: 95%;" type="text" value="Project Output 1"/> <p style="text-align: right; font-size: small;">239 Characters Remaining</p>	<p>Description</p> <input style="width: 95%;" type="text"/> <p style="text-align: right; font-size: small;">500 Characters Remaining</p>	<p>Programme Output Indicator</p> <input style="width: 95%;" type="text" value="Number of jointly developed and/or implemented tools a"/> <p>Month: <input style="width: 50%;" type="text" value="May"/> <input style="width: 50%;" type="text" value="2021"/></p> <p>Quantity: <input style="width: 80%;" type="text" value="0.00"/> <small>Number</small></p> <p style="text-align: right;">Add Output Indicator</p>
---	--	--

Add Project Output

Workpackage Project Outputs

Project outputs represent outcomes obtained following the implementation of project activities. Each output should be captured by a programme output indicator and should directly contribute to the achievement of the project result.

In Title field, insert concise title reflecting the quantification and essence of the related project output.
In Description field, clearly describe project output taking into account all elements of the related Programme output indicator. If applicable, insert information on the methodology for calculating target value for the project output.

Project Output O.T1.1 Remove Project Output

<p>Title</p> <input style="width: 95%;" type="text" value="Project Output 3"/> <p style="text-align: right; font-size: small;">239 Characters Remaining</p>	<p>Description</p> <input style="width: 95%;" type="text"/> <p style="text-align: right; font-size: small;">1000 Characters Remaining</p>	<p>Programme Output Indicator</p> <input style="width: 95%;" type="text" value="Number of jointly developed tools and services that enable be"/> <p>Show More</p> <p>Month: <input style="width: 50%;" type="text" value="January"/> <input style="width: 50%;" type="text" value="2020"/></p> <p>Quantity: <input style="width: 80%;" type="text" value="0.00"/> <small>Number</small></p> <p style="text-align: right;">Add Output Indicator</p>
---	---	--

Add Project Output

Target Groups

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

Target Groups	Target Group Involvement
<p>Select from the drop-down list of pre-defined target groups</p>	<p>Provide a description of each of the target groups and beneficiaries in the project area and the cross border area (insert information on the methodology for quantification of each target group and target values by the end of implementation period). Describe how the target group will benefit from implemented activities and identify the needs and constraints of each of the target groups and beneficiaries on both sides of the border.</p>

Figure 40 - Target Groups

Target Groups

Target Groups	Description (please specify in more details each target group (eg. the institutions or interested associations) and the source of verification for the set target values)	Target Value (please quantify each target group)
interest groups including NGOs	<input type="text" value="2000 Characters Remaining"/>	<input type="text" value="0"/>
General public	<input type="text" value="2000 Characters Remaining"/>	<input type="text" value="0"/>

 Save

Activity

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

	Title	Start Month	End Month
	Insert title of Activity	MM.YYYY e.g. 01.2019	MM.YYYY e.g. 06.2020
Activity	Indicative Budget		
	Insert indicative amount of the foreseen budget for expenditures necessary for this activity to be implemented. Insert amount as foreseen in the Project Budget.		
	Activity description		
	Please describe planned activities and clearly describe role of each member of project management team (functions, description of work with reference to the expenditure category of the project budget). In addition to the description of the activity, please insert more details on the foreseen budget in terms of planned costs and expenditures envisaged for the activity.		

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

Figure 41 - Activities and Deliverables

Activity A.T1.1

Title

Start Month

End Month

Indicative Budget

Please describe each activity in a more detailed way.

750 Characters Remaining

2.4.1.4. WP Investment I1

Workpackage Investment is to be filled in by the applicants only if the project foresees investment(s). Only one Workpackage Investment is allowed per Application. Please note that, if Workpackage Investment is created and then deleted during the Application submission process, some technical difficulties might occur. If Workpackage Investment is created and then deleted during the Application submission process, it is mandatory to contact the MA at ma@interreg-hr-ba-

me2014-2020.eu and to provide Project Acronym and Project Number. Please note that this workpackage is related only to the infrastructure and works planned within the project (e.g. setting up a new building or adapting existing infrastructure).

Investments have to comply with the following requirements:

- Clear cross-border effect and added value;
- Clear contribution to project objectives and expected results;
- Clear benefit for target groups;
- Mutual learning of the whole partnership and transfer of experience to other stakeholders and regions, the cross-border transfer of results should form part of the project;
- Durability of investment (e.g. maintenance, financing) to be ensured after project end;
- Ownership of investment, to be retained with the responsible partner. If an investment consists of unmovable items, also the related investment site needs to be owned by and remain in the ownership of the respective partner;
- Where applicable, it should be demonstrated that necessary authorisations by competent national/regional/local authorities (building permission) are already available or can be timely obtained therefore not hampering the realisation of the investment and therefore the overall project implementation;
- Compliance with environmental policies and legislation.

Project Investment I1	WP Start Date	WP End Date
	Automatically inserted from activities	Automatically inserted from activities
Partner		
Partners involvement	Select Partners involved	
Summary		
Please provide short description of the investment activities included in this workpackage to be undertaken to achieve objectives and results of the project. Please note that this workpackage is related only to the infrastructure investments planned within the project.		
Justification		
Please describe: <ul style="list-style-type: none"> - the challenges or problems that will be tackled/solved by the investment - relevance of the investment, including cross-border impact - who is benefitting from the investment and in what way - the ownership and durability of the investment - how it can be replicated or transferred to organisations/regions/countries outside of the current 		

partnership

Location Of Investment

Please describe in detail location of the Investment planned to be conducted (e.g. country, county, district, city, municipality). If investments will be conducted in more than one location, please provide specific details of each location of Investment, separately.

Investment Documentation

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

Ownership

Who owns the site where the investment is located? Who will retain ownership of the investment after the end of project implementation?

How will the investment be further used after the end of project implementation? Who will be responsible for the maintenance of the investment?

Please describe concrete measures (e. g. follow-up activities, financial sources, institutional framework, etc.) taken during and after project implementation to ensure the durability of investments.

Figure 42 - WP Investment

Investment I1

Wp Details

Title	Wp Start	Wp End
<input style="width: 95%;" type="text"/>	Jan.2019	Dec.2020

Partner


Responsible Partner

Partners Involvement

	Number ↕	Name ↕	Role ↕	Abbreviation ↕
<input checked="" type="checkbox"/>	1	Project partner 1	LP	
<input type="checkbox"/>	2	Project partner 2	PP	

Summary

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



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

Justification

Please describe:

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

2000 Characters Remaining

Location Of Investment

Please describe in detail location of the Investment planned to be conducted (e.g. country, county, district, city, municipality). If investments will be conducted in more than one location, please provide specific details of each location of Investment, separately.

Nuts0
BOSNIA AND HERZEGOVINA (BA) ▼
Name Of Other Region
From All Regions
Nuts2
Bosnia and Herzegovina (Žepče, ŽiV) ▼
Nuts3
Žepče (BA530) ▼
Location Description
1000 Characters Remaining

Investment Documentation

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

1000 Characters Remaining

Ownership and Durability

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

2000 Characters Remaining

Workpackage Project Outputs	Title	Description	Programme Indicator	Output
	Insert title of Project Output	<p>Project Outputs represent outcomes obtained following the implementation of project activities. Each output should be captured by a Programme output indicator and should directly contribute to the achievement of the project result. Each activity should include one or more deliverables (tangible, measurable and specific) that contribute to the achievement of project output. Ideally, each activity may foresee at least one project output.</p> <p>Describe the project output and its contribution to project specific objectives.</p>	Select from the drop-down menu a Programme output indicator to which the project output will contribute.	
		Month	Quantity	
		MM.YYYY e.g. 01.2019	Insert number of units e.g. 06.2020	
Target Groups				
Target Groups	Select from the drop-down			
Target Groups Involvement	<p>How will you involve the target groups (and other stakeholders) in the development of the project outputs?</p> <p>Clearly describe the specific problems to be addressed by the project and the perceived needs and constraints of the target groups in the cross border area.</p>			
Activity A.M.1	Title	Indicative Budget	Start Month	End Month
	Insert title of Activity	Insert Indicative Budget	MM.YYYY e.g. 12.2016	MM.YYYY e.g. 06.2018

Activity description		
<p>Please describe in detail activity (group of similar tasks) to be undertaken and specify the location, expected outputs, related expenditures (with reference to the expenditure category of the project budget) and roles of each project partner included in implementation of activity.</p> <p>In addition to the description of the activity, please insert more details on the foreseen budget in terms of planned costs and expenditures envisaged for the activity.</p>		
Deliverable D.M.1.1		
Title	Deliverable description	Target Value
<p>Please insert the title of the deliverable.</p> <p>Please note that each activity should include one or more deliverables (tangible, measurable and specific) that contribute to the achievement of project outputs.</p> <p>Please limit deliverables to the most important ones. Deliverables should be planned for the corresponding activity whenever relevant. The envisaged deliverables will have to be reported in the progress reports.</p>	<p>Please insert the short description of the deliverable.</p>	<p>Please quantify the deliverables.</p>

2.4.1.5. WP Communication

Introduction to WP Communication

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

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

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

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

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

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

- **Objectives:** What can communication do in order to help reaching a specific project objective? Will it help to raise the awareness and/or to increase the knowledge of a targeted audience about project activities? Or do projects have to attempt to change the attitude and/or behaviour of specific influential audiences or target groups that already know much about the project?
- **Approaches/tactics:** How is the project going to reach a communication objective? By informing people for example through storytelling (passing on information and messages) in order to increase their awareness? By training people and/or by providing them with reliable facts to increase their knowledge? Or by ensuring transparent and open dialogue to change their attitude and behaviour? There are many different ways.
- **Activities:** What is the project exactly going to do in view of a chosen approach/tactic? Use social media to tell stories or rather publish fact sheets, infographics or other print products? Organise a public open day or a focused training seminar? Visit city administrations in a road show and make them familiar with policy papers and/or handbooks? As with the approaches, there is no limit to suitable activities.

The Workpackage Communication consists of the following subsections: Partner, Summary, Objectives and Activities. Partner and Summary:

Communication	WP Start Date	WP End Date
	Automatically filled in from the Project Summary	Automatically filled in from the Project Summary
Partner		
Partners involvement	Select partners involved in the implementation of the Workpackage	

Summary		
<p><u>Instruction from the eMS:</u></p> <p><i>Please provide a summary of communication objectives necessary for the implementation of the project specific objectives, description of the approach used to achieve those communication objectives and related communication activities. Also, please indicate to which Programme communication output indicators project will contribute to and describe calculation method for the target values.</i></p> <p>In this text box, the applicants need to provide a summary of communication objectives, description of the approach used to achieve those communication objectives and related communication activities.</p>		

Objectives

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

Objectives		
Project Specific Objectives	Communication Objectives	Communication approach/tactics planned to be used
Project Specific Objectives are automatically filled in from the Project Summary	<p>From the drop-down menu, please choose up to 2 communication objectives per each project specific objective.</p> <p>The Programme has pre-defined the following Communication objectives*:</p> <ul style="list-style-type: none"> • Raise awareness • Increase knowledge • Influence attitude • Change behaviour <p><i>*Please see further instructions for the choice of communication objectives below this table</i></p>	<p>Which communication approach/tactics do you plan use in order to achieve communication objectives and reach your target groups and targeted audiences? Please aim to identify the best ways how to get messages across to them. Does the project want to cooperate closely with the audiences and target groups or build up public pressure in order change attitudes or behaviour? Should the audience hear or rather feel the project messages? How do you plan to monitor the achievement of communication objectives?</p>

In order to choose proper communication objectives for each project specific objective, please analyse the following:

- Identify project's key audiences and target groups per each project specific objective

- What kind of change the project wants to achieve in these audiences: does it want to raise awareness (the state or condition of being aware of a subject), increase knowledge (the theoretical or practical understanding of a subject), influence attitude (the way to respond, positively or negatively, towards a certain subject) and/or change behaviour (the way to act) towards project specific objective?

Activities

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

	Title	Start Month	End Month
Activity A.C.1	In order to facilitate the choice of communication activities for the projects, the programme has predefined groups of basic activities to be chosen by the projects and from which the project can design their own specific communication activities.		
	From the drop-down menu, please select the activity: <ul style="list-style-type: none"> • Start-up activities • Publications • Public events • Targeted events • Digital activities including social media • Promotional materials 	MM.YYYY e.g. 01.2019	MM.YYYY e.g. 06.2020
	Indicative budget		
	For each activity, please insert the indicative budget.		
	Activity description		
	Please describe planned communication activities in a detailed way.		
	For further help, please see the description of specific activities within groups of basic communication activities: <ul style="list-style-type: none"> • <u>Start-up activities</u> include the preparation of a communication plan at the project kick-off phase. As regards basic communication tools including the project website (if applicable) as well as office materials (event materials, etc.), they will have to be implemented according to Visibility guidelines (available at Programme website: 		

<http://www.interreg-hr-ba-me2014-2020.eu/>). The development of individual project corporate visual identities will not be mandatory (see section “programme and project Interreg harmonized branding” below). In case the projects will choose to implement project website, content maintenance (i.e. regular updates) of the project website has to be ensured.

- Publications include any kind of print and digital product, such as leaflets, brochures, books and studies, which carry information about the project and its outputs.
- Public events include any kind of conference, campaign, road show or other larger scale event activity, which communicate the project and its outputs to wider audiences/the public. Project closure events are part of public events. Project closure events and activities should make all the project outputs and results, information necessary for programme evaluation, communication outcomes and data for statistical analysis available and presented to wider public.
- Targeted events include any kind of seminars, workshops, meetings, or other smaller scale event activity which communicate the project (or even part of it) and relevant outputs to beneficiaries/target groups/targeted audiences.
- Digital activities including social media include any kind of social media and multimedia activity (e.g. videos, animations, posts on programme social media, newsletters, etc.)
- Promotional materials should be limited to mainly office and event materials. Please note that promotional materials should be clearly linked to awareness-raising of the project main objective.

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

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

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

Deliverable D.C.1.1

Title	Deliverable description	Target Value
Please insert the title of the deliverable. Note that each activity should include one or more deliverables (tangible, measurable and	Please insert the short description of the deliverable.	Please quantify the deliverables.

<p>specific) that contribute to the achievement of project outputs.</p> <p>Please limit deliverables to the most important ones. The envisaged deliverables will have to be reported in the progress reports.</p> <p>For example, the activity “Publications” could be broken down into “Studies”, “Leaflets”, “Infographics” or other suitable deliverables.</p>	<p>Please indicate also to which communication objective a deliverable will contribute.</p>	
---	---	--

NOTE!

If an activity/deliverable/output is deleted and new activity/deliverable/output is created, it may occur that the new activity/deliverable/output is not suitably numbered. Therefore, it is strongly recommended to delete all previously created activities/deliverables/outputs (not only the activity/deliverable/output that is incorrectly entered) and to recreate all activities/deliverables/outputs in the right order. If the problem still occurs, please contact the MA at: ma.ems@interreg-hr-ba-me2014-2020.eu (with a project acronym, a project ID, and a partners name).

Programme communication output indicators

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

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

For more information on Programme Communication Strategy, please consult the document at programme website: <http://www.interreg-hr-ba-me2014-2020.eu/useful-documents/programme-documents/>

Programme and project Interreg harmonized branding

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

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

As a consequence, all project logos have to be aligned with the Programme logo. Detailed instructions have already been prepared for project beneficiaries in the form of the Visibility Guidelines for the Interreg IPA Cross-border Cooperation Programme Croatia-Bosnia and Herzegovina-Montenegro (available at: www.interreg-hr-ba-me2014-2020.eu/).

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


2.4.2. Target Groups

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

Figure 43 - Target Groups

Target Groups

Target Groups	Description (please specify in more details each target group (eg. the institutions or interested associations) and the source of verification for the set target values)	Target Value (please quantify each target group)
interest groups including NGOs	<input type="text"/> 2000 Characters Remaining	<input type="text" value="0"/>
General public	<input type="text"/> 2000 Characters Remaining	<input type="text" value="0"/>

 Save

2.4.3. Periods

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

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

2.5. Section Project Budget

In order to fill in the section Project Budget correctly, we advise applicants to be fully familiar with the document *Programme rules on eligibility of expenditures Version 2.0* adopted on May 2018 available at Programme website: www.interreg-hr-ba-me2014-2020.eu.

The section Project Budget consists of the following subsections: Partner Budget, Project Impact Area/Activities outside, Purchase of Land and Project Budget Breakdown.

In order to fill-in the Project Budget section applicants first have to fill-in the following sections of the Application:

- Section Project partners (minimum partner organisation data should be entered);
- Section Workplan (minimum workpackages and reporting periods should be defined).

2.5.1. Partner Budget

To fill in the budget of the partner enter the subsection Partner Budget, select a partner from the partners list and click on the “Define Budget” button (see picture below).

Figure 44 – Define Budget

Partners List

Number ⇅	Name ⇅	Nationality ⇅	Inside Programmearea	Abbreviation ⇅	Role ⇅	Budget
1	Lead Partner	HRVATSKA	Yes	LP	Lead Partner	 Define Budget  Define Contribution
2	Project Partner 1	BOSNIA AND HERZEGOVINA	Yes	PP1	Project Partner	 Define Budget  Define Contribution
3	Project Partner2	ЦРНА ГОРА (CRNA GORA)	Yes	PP2	Project Partner	 Define Budget  Define Contribution

Following steps need to be taken when entering the partner budget:

Step 1: Enable the flat rates for “Staff costs” and “Office and administration” expenditure by ticking the box as marked in the picture below.

Figure 45 – Budget Flatrates

Budget Flatrates

Enable Staff and Office and administration Flatrates



Choose whether the concerned partner will reimburse staff costs according to the **real costs or a flat rate option**. Staff costs may be calculated as a flat rate of up to 20% of the direct costs other than staff costs of the respective partner. In case of using the flat rate, tick the box “Flatrate Staff” and set the percentage.

NOTE!

After the submission of the Application, **the partner will not have the possibility to change the selected method.**

Select the flat rate for “Office and administration” expenditure category which is automatically set at the maximum percentage of 15 % of “Staff costs”. The percentage can be decreased, if necessary. The following information will appear:

Figure 46 – Flatrate Staff

Budget Flatrates

Enable Staff and Office and administration Flatrates



Flatrate Staff



Flatrate Office



15.00%



Recalculate Budget

ATTENTION!

It is strongly recommended to select flat rate options first (if applicable) and afterwards fill in the budget tables (see further steps below). Otherwise, if the flat rate option is enabled after other costs are entered in the budget the previously entered costs will be deleted from the partner budget.

Step 2: Provide the budget details by filling in the budget tables.

Each partner budget is displayed in three tables:

- The first table is displaying expenditure categories per workpackages;

- The second table is displaying expenditure categories per reporting periods;
- The third table is displaying reporting periods per workpackages.


The costs budgeted for each partner have to be planned per expenditure categories, workpackages and periods. These three “dimensions” (expenditure categories, workpackages, periods) have to be considered when planning and filling in the budget.

Therefore, to enter the expenditure in the budget table the Applicant must link the expenditure with the relevant expenditure category, the Workpackage and period.

NOTE!

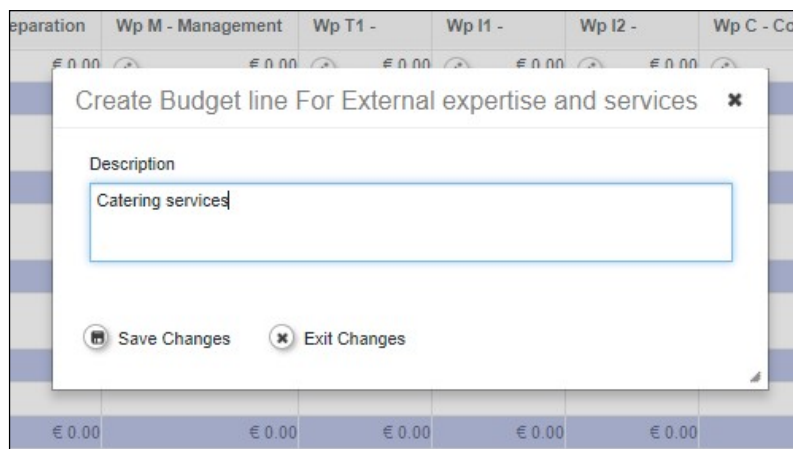
Any information entered in one table automatically shows in the other tables.

Creating budget lines

By clicking on a button  a pop-up window will open for creating budget lines under each expenditure category. Applicants need to provide a title for each budget line (please see picture below).

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

Figure 47– Budget line






NOTE!

In case of flat rates for staff costs or/and office and administrative expenditures, creation of budget lines won't be available in eMS for these expenditure categories.

Figure 48 - Editing information in the budget tables

Expenditure category	Budget line	Wp P - Preparation	Wp M - Management	Wp T1 -	Wp T2 -	Wp T3 -	Wp T4 -
Staff costs	Project Manager	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
	Sum	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Office and administration	Office and administration	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
	Sum	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00
Travel and							

To edit/update the budget line click on the  button (marked with a red arrow). It is also possible to remove a budget line by clicking the  button (marked with a blue circle).

To enter expenditure details under each budget line click on the  button (marked with the green arrow).

A pop-up window will open where the applicant has to fill in Unit type (e.g. *per piece* for computer equipment, *per service* for studies/trainings, *per contract* for external expertise, etc.), Unit and Amount per Unit (Total amount will be automatically calculated) allocated to each reporting period for the chosen expenditure category and work package (please see figure below). The following rules apply to all expenditure categories.

Figure 49 - Unit type, Unit and Amount per Unit

Period	Unit Type	Unit	Amount Per Unit	Total
Period 2 - 01.01.2017 - 30.06.2017		1,00	€ 0,00	€ 0,00
Period 3 - 01.07.2017 - 31.12.2017		1,00	€ 0,00	€ 0,00
Period 4 - 01.01.2018 - 30.06.2018		1,00	€ 0,00	€ 0,00
Period 5 - 01.07.2018 - 30.09.2018		1,00	€ 0,00	€ 0,00
Period 1 - 01.10.2016 - 31.12.2016		1,00	€ 0,00	€ 0,00
Sum			€ 0,00	€ 0,00


When filling in the budget tables please take into account the additional rules which apply to the following expenditure categories:

Expenditure category **Staff costs**

Flat rate option

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

Real costs option

Applicant needs to enter data for each staff member (e.g. project manager, financial manager, communication officer, etc.) by creating a budget line and then by clicking  to enter Unit type, Unit and Amount per Unit for each staff member.

NOTE!

Regarding the option for *Calculation of real costs for staff working part-time with a flexible number of hours worked per month on the project* - dividing the monthly gross employment cost by the monthly working time fixed in the employment document expressed in hours, please have in mind that this option is applicable only for projects contracted within the 1st Call for Proposals and shall not be used by the applicants within the 2nd Call for Proposals.

Please note that salary payments should not exceed previously budgeted payments for similar job positions.

Expenditure category **Office and administrative expenditure**

Flat rate option

Applicants cannot enter data in the budget tables, since the budget amount allocated to this expenditure category is automatically calculated after the percentage for this expenditure category is indicated.

Expenditure category **Travel and accommodation costs**

Please note that under this expenditure category the following budget lines are automatically predefined in the eMS:

- a) Local travel within Programme area
- b) International travel within Programme area
- c) Travel outside Programme area.

For each of these budget lines the Unit type must be defined as total travel cost (e.g. travel costs, accommodation costs, daily allowances/per diems) and as Unit the Applicant shall insert: 1.

NOTE!

If new Project Partners are added after some changes in the Application (with already defined partnership) are made, some difficulties might occur. If automatically predefined budget lines are not displayed properly or it is not possible to enter data into budget line, it is necessary to clean the cache of the web browser currently used or to use a different web browser. If the problem still occurs, please contact the MA: ma.ems@interreg-hr-ba-me2014-2020.eu (with a project acronym, a project ID, and a partners name).

Expenditure category **External expertise and services**

In case of **preparatory costs**, please fill in related costs in **period 0** under expenditure category **External expertise and services costs** and create a budget line entitled **“Lump sum preparation costs”**. A lump sum of up to EUR 3.000 per project can be requested only by the Lead Applicant. Please see more details under Workpackage Preparation.

In case of **closure costs**, they should be also stated for period 0 under expenditure category **4 External expertise and services costs** and defined in the budget line entitled **“Lump sum closure costs”**. A lump sum of up to EUR 2.000 per project can be requested only by the Lead Applicant. Please see more details under Workpackage Preparation.

NOTE!

Besides preparation and closure costs budget lines which are optional within Expenditure category External expertise and services, additional budget lines (other than preparation and closure costs) can be added by clicking the “add” button.

Expenditure category **Infrastructure and works**

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

Please see *Programme rules on eligibility of expenditures 2.0* where costs for abovementioned expenditure categories are described in detail.

Expenditure category **Net revenue**

In case that the project proposal expects to generate revenues, include the total amount of expected net revenues in the budget taking into account the entire work package and reporting

period. Please note that the total amount of net revenues will be deducted from the total project budget.

Please see *Programme rules on eligibility of expenditures 2.0* where rules for revenues are described in detail.

Step 3: Define national (own) contribution

Once the partner budgets are inserted, the Applicant must enter the contribution of each partner. The contribution should be entered once the total budget is filled in. In the subsection “Partner Budget”, select the relevant project partner from the list and click on the button “Define contribution”.

Figure 50 – Defining national contribution

Partners List

Number ↕	Name ↕	Nationality ↕	Inside Programmearea	Abbreviation ↕	Role ↕	Budget
1	Lead Partner	HRVATSKA	Yes	LP	Lead Partner	 Define Budget  Define Contribution
2	Project Partner 1	BOSNIA AND HERZEGOVINA	Yes	PP1	Project Partner	 Define Budget  Define Contribution
3	Project Partner2	ЦРНА ГОРА (CRNA GORA)	Yes	PP2	Project Partner	 Define Budget  Define Contribution

The source of the contribution, its legal status (private or public) and its amount must be filled in. Different sources of contribution are allowed; and a new source can be added by clicking on the “+” symbol. The total of contribution should not be higher than the “total target value”. If higher, the co-financing rate of the partner should be decreased accordingly.

Figure 51- Defining Partner Contribution Rate

Partner Contribution

Partner Contribution Rate

	Amount	Cofinancing Rate
Program Cofinancing	€ 0.00	85.00 %
Partner Contribution	€ 0.00	
Partner Total Eligible Budget	€ 0.00	

Source Of Contribution

Source Of Contribution	Legal Status	%of Total Partner Contribution	Amount	Options
<input type="text" value="Project partner 1"/>	<input type="text" value="public"/>	0.00 %	<input type="text" value="€ 0.00"/>	<input type="button" value="+ Create Partner Contribution"/>
Sub Total Public Contribution		0.00 %	<input type="text" value="€ 0.00"/>	
Sub Total Private Contribution		0.00 %	<input type="text" value="€ 0.00"/>	
Total			<input type="text" value="€ 0.00"/>	
Total Target Value			<input type="text" value="€ 0.00"/>	
Total Public Expenditure			<input type="text" value="€ 0.00"/>	

2.5.2. Project Impact Area/Activities Outside

In subsection Project Impact Area/Activities Outside, please select one or more of the Programme predefined NUTS Region/s. For region/s selected provide description how will the planned activities and project outcomes improve selected region/s area in financial, capacity and management areas.

Figure 52 – Project Impact Area

Project Impact Area

Please describe in what way the implementation of the project will have impact on the selected geographical areas.

Select	Nuts Region
<input type="checkbox"/>	BA50 Bosnia and Herzegovina (A-Grude)
<input type="checkbox"/>	BA500 Banovići
<input type="checkbox"/>	BA501 Baranja Luka
<input type="checkbox"/>	BA502 Berkovići
<input type="checkbox"/>	BA503 Bihać
<input type="checkbox"/>	BA504 Bijeljina
<input type="checkbox"/>	BA505 Bileća
<input type="checkbox"/>	BA506 Bosanska Krupa
<input type="checkbox"/>	BA507 Bosanski Petrovac
<input type="checkbox"/>	BA508 Bosansko Grahovo
<input type="checkbox"/>	BA509 Bratunac
<input type="checkbox"/>	BA50A Brčko District of Bosnia and Herzegovina

750 Characters Remaining

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

Also, fill in the **Total Budget and IPA Budget for Activities Outside fields** and insert the amount of EU (IPA) contribution and the total budget related to the activities planned to be performed outside the Programme area. The percentage of total IPA will be automatically calculated by the system.

Figure 53 – Activities Outside the Programme Area

Activities Outside the Programme Area

Please justify how will activities envisaged to be implemented outside the programme area benefit the programme area (if applicable).

750 Characters Remaining

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

 Save

2.5.3. Purchase of Land

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

Figure 54 - Purchase Of Land

Purchase Of Land

Amount of Expenditure for Land Purchase

Total Budget € 0.00 Percentage NaN

Please explain why the purchase of land is necessary for the project in terms of related activity and project output.

1000 Characters Remaining

– Delete

+ Add Purchase Of Land

Save

REMEMBER!

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

ATTENTION!

Please note that legal documents specifying any legal right under the real-estate law concerning the land and/or buildings where the works will be carried out and, where applicable, necessary permissions for the execution of the works, issued by the national/regional/local relevant authorities should be provided.

2.6. Section Project Budget Overview

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

2.7. Attachments

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

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

1. Lead Partner (LP) Statement,
2. Project Partner (PP) Statement,
3. State Aid Self-Assessment Questionnaire,
4. Partnership Pre-Agreement,

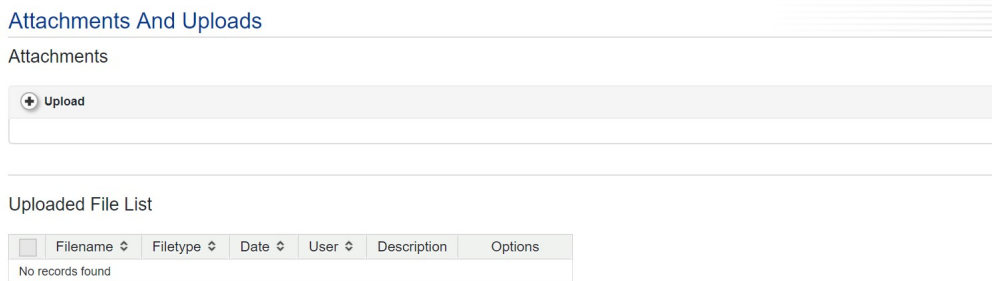
For the purpose of eligibility check of all project partners including Lead partner (LP) supporting documents should be annexed to Application (scanned as PDF and uploaded via eMS):

- a) The registration acts (in accordance with relevant national law) of the each partner;
- b) Statutes or articles of association/decision on establishment of the each partner.

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

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

Figure 55 – Attachments And Uploads



Attachments And Uploads

Attachments

Uploaded File List

Filename	Filetype	Date	User	Description	Options
No records found					

3. How to submit the Application

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

Figure 56 – Submission of the Application

