

## Preserving Sava River Basin Habitats through Transnational Management of Invasive Alien Species

### Deliverable 1.1.2

# Project management plan

<b>Project</b>	Sava TIES, DTP2-096-2.3
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## TABLE OF CONTENTS

<b>1</b>	<b>Glossary of Project Terminology.....</b>	<b>4</b>
1.1	List of Expressions for Project Coordination .....	4
<b>2</b>	<b>Project Organisation .....</b>	<b>6</b>
2.1	Sava TIES Project Structure .....	6
2.2	Project Decision-Making Bodies.....	7
2.3	Roles and Responsibilities of Project Partners .....	9
2.4	Communication Within the Partnership .....	14
<b>3</b>	<b>Contractual Relations .....</b>	<b>18</b>
3.1	Subsidy Contract.....	18
3.2	Partnership Agreement .....	18
3.3	Programme Documents for the Project Implementation .....	19
<b>4</b>	<b>Project Monitoring .....</b>	<b>20</b>
4.1	Content Monitoring.....	20
4.2	Monitoring of Indicators .....	22
4.3	Financial Monitoring.....	22
4.4	Audit of the Project and Archiving .....	23
<b>5</b>	<b>Project Changes.....</b>	<b>26</b>
5.1	Minor and Major Project Changes .....	26
5.2	Decommitment of the Project and Right of Withdrawal .....	29
<b>6</b>	<b>Reporting.....</b>	<b>30</b>
6.1	Starting up the Project .....	30
6.2	Reporting System .....	31
6.3	When do I report? Reporting deadlines for partners.....	32
6.4	What is the Reporting Procedure? .....	32
6.5	Eligibility of Costs.....	38
6.5.1	Staff costs .....	39
6.5.2	Office and administrative expenditure .....	40
6.5.3	Travel and accommodation costs.....	41

6.5.4	External expertise and service costs .....	42
6.5.5	Equipment expenditure.....	43
6.5.6	Infrastructure and works.....	44
6.5.7	Ineligible expenses .....	44
6.5.8	Currency exchange .....	45
<b>7</b>	<b>Annexes .....</b>	<b>46</b>

# 1 Glossary of Project Terminology

## 1.1 List of Expressions for Project Coordination

<b>Activity Leader (AL)</b>	A leader of a certain activity that is responsible for the overall coordination and implementation of this activity
<b>Addendum to the Partnership Agreement</b>	An annex to the Partnership Agreement in case any changes are necessary during project implementation
<b>Application for Reimbursement (AfR)</b>	A document submitted by the Lead Partner to the Joint Secretariat every 6 months in order to claim ERDF and IPA contribution on the basis of validated expenditure, submitted together with the Progress Report
<b>Application Form (AF)</b>	An already approved document, submitted to the Joint Secretariat in the phase of project preparation, defining project activities, outputs and budget
<b>Associated Strategic Partner (ASP)</b>	Partners not directly financed by the programme but “sponsored” by an ERDF partner that is bearing the responsibility for their participation to the project
<b>Budget Line</b>	A cost category (e.g. staff costs, office and administration costs, travel costs, external expertise and services costs, equipment, infrastructure and works etc.)
<b>Contributing partners</b>	Partners contributing to the implementation of a certain activity but not leading an activity or a work package
<b>Control Certificate</b>	A document issued by the Controller to the ERDF and IPA Project Partners containing the amount of validated expenditure for the reporting period concerned. One original has to be sent together with the validated Partner Report to Lead Partner.
<b>Eligible area</b>	Geographical area covering 9 EU countries and 5 non-EU countries of the Danube Transnational Programme that are eligible for financing. Area of EU is eligible if approved in the Application form or later approval of JS.
<b>Eligible expenditure</b>	Expenditures in the approved Application Form and validated by the FLC
<b>First Level Control (FLC)</b>	A body at the national level, implementing the first level audit of the Partner Reports and partners’ costs in each reporting period
<b>Ineligible expenditure</b>	Expenditures not included in the approved Application Form or not in line with the Danube programme eligibility rules
<b>Joint Secretariat (JS)</b>	A body, supporting the Managing Authority in programme coordination and implementation, to which all the Progress reports are sent, and who monitors our project implementation from financial and content perspective
<b>Lead Partner (LP)</b>	An actor, chosen among the Project Partners with responsibility for the coordination of the partnership and management of relations towards the JS

<b>Managing Authority (MA)</b>	A body responsible for management and implementation of the Danube programme in accordance with the respective regulations
<b>Monitoring Committee (MC)</b>	The main decision-making body of the Danube programme
<b>National Contact Point (NCP)</b>	A contact point for project applicants at the national level
<b>Output factsheet</b>	A document summarising and presenting the main characteristics of an output delivered by the project. For each delivered output (as defined in the AF) the LP has to prepare a separate output factsheet.
<b>Partnership Agreement (PA)</b>	A basic agreement, laying down responsibilities of all Project Partners
<b>Partner Report (PPR)</b>	A report submitted to the respective national controller by each Project Partner at the end of each reporting period
<b>Progress Report (PR)</b>	A joint report, summarizing all data from Partner Reports, submitted to the JS 3 months after the end of each reporting period by the Lead Partner
<b>Project Partner (PP)</b>	An actor which commits himself to implement a project part according to the Application Form
<b>Quality Report</b>	A document which is validating and proving the quality of a delivered project output. The Quality Report has to be prepared by the Quality Assurance Manager separately for each single finalised output.
<b>Request for project modification</b>	A document which has to be submitted to the JS by the Lead Partner in case of substantial changes in the project
<b>Reporting period</b>	A 6-month period, at the end of which all partner reports have to be submitted
<b>Sponsoring partner</b>	An ERDF Project Partner, sponsoring an Associated Strategic Partner
<b>Steering Committee (SCOM)</b>	The main decision-making body of the project
<b>Subsidy Contract (SC)</b>	A contract which determines the rights and obligations of the Lead Partner and the MA/JS

## 2 Project Organisation

### 2.1 Sava TIES Project Structure

The Sava TIES project is divided into **6 WORK PACKAGES (WP)**:

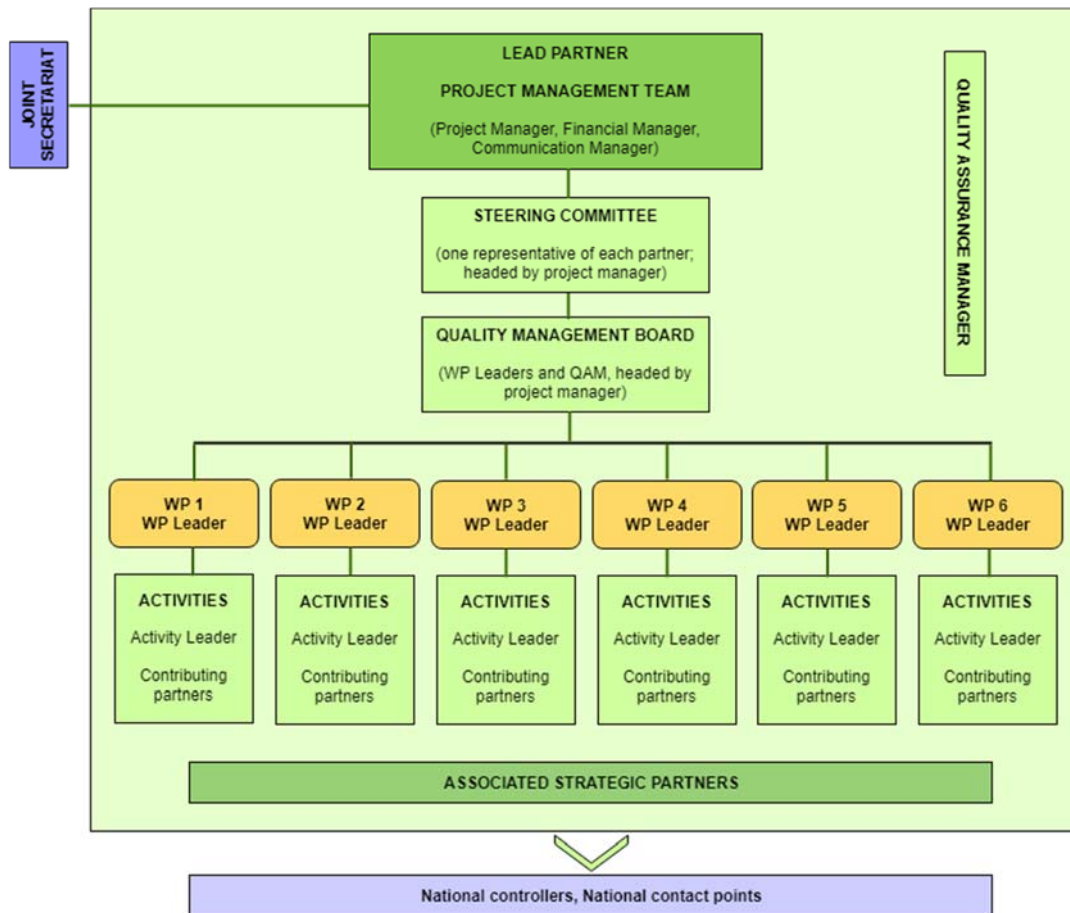
- 2 technical WPs (WP1: Project Management & WP2: Communication activities)
- 4 thematic WPs: WP3: Strengthening SavaParks, WP4: Transnational IASM (Invasive Alien Species Management) Approach, WP5: Pilot Implementation and WP6: Policy Uptake
- it also includes WP0: Project Preparation which only includes activities that were already performed in the project preparation phase, and where only the LP has costs to report.

Each work package is led by a **Work Package Leader (WPL)**.

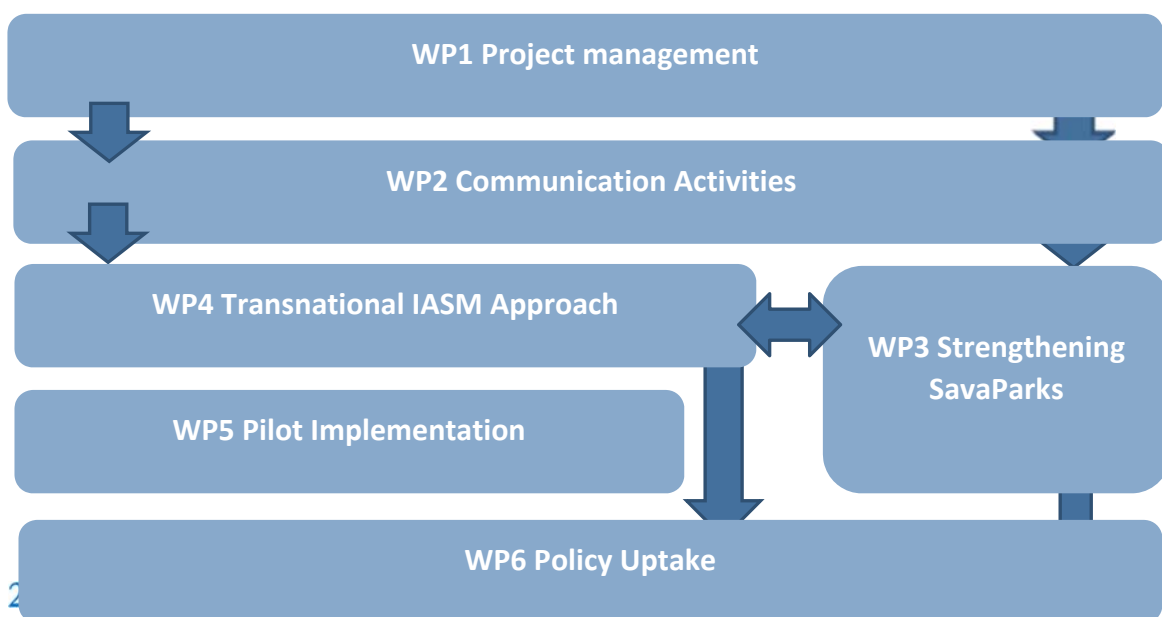
Each WP is divided into **2-4 ACTIVITIES (Act.)**: E.g.: Act. 3.1, 3.2, 3.3, 3.4.

Each activity is led by an **Activity Leader (AL)**.

The tasks are defined by the Activity Leader and carried out by the **contributing partners**. Further details about the roles and responsibilities of partners are described in this chapter.



Work organization of the project is divided into 6 Work Packages. The Work Packages and their interdependencies are shown in the scheme below.



2

### STEERING COMMITTEE (SCOM)

Steering Committee comprising of one representative of each financing project partner is the main decision-making body of the project.

For details rules of the functioning of SCOM please check **Partnership Agreement; Article 4.**

The Steering Committee decides on the management issues – it seeks consensus on project direction and resolves any administrative or contractual issues, including partnership instability. It is chaired by the Project Manager.

The SCOM is legally convened when the majority (50% + 1 member of the appointed) of SCOM Members is present (8). The general rule is that the decision making in the SCOM is by consensus among the SCOM Members present at the meeting (according to the principle "one partner, one vote"). If consensus cannot be reached SCOM will decide according to the majority rule. Majority means the highest number of votes. Votes cannot be delegated to other partners.

The Steering Committee shall meet 7 times during the project at regular intervals. The participation at meetings is obligatory for all Participating Partners and any absence from meetings needs to be justified. In case Project Partners are not attending the meeting, they lose the right to vote that would take place at the meeting.

#### Appointed Members of the Steering Committee:

Project Partner	Name
LP EuroNatur	<b>Elfrun Lindenthal (chair)</b>
ERDF PP1 JZ KPLB	<b>Ana Tratnik</b>
ERDF PP2 LPNPPI	<b>Valerija Hima</b>
ERDF PP3 Green Ring	<b>Luka Basrek</b>
IPA PP1 NP UNA	<b>Haris Hadžihajdarević</b>
IPA PP2 CZZS	<b>Iva Miljević</b>
IPA PP3 INCVP	<b>Alen Kiš</b>
IPA PP4 NCMSM	<b>Vuk Simić</b>
IPA PP5 VSUME	<b>Ivana Vasić</b>



## 2.3 Roles and Responsibilities of Project Partners

The specific roles, activities and obligations of the **Lead Partner** and **Project Partners** relating to the contractual obligations are laid down in the **Application Form**, the **Subsidy Contract** and in the **Partnership Agreement**.

All partners need to respect Application Form, Subsidy Contract and Partnership Agreement in their entirety at all times during the project.

Sava TIES project consist from:

- 1 Lead Partner,
- 3 ERDF Project Partners,
- 5 IPA Project Partners,
- 12 Associated Strategic Partners.

Project partners have different roles and responsibilities in the project depending on the role of their organisation in the project implementation.

### Members of the Project Management Team, Work Package and Activity Leaders:

Role	Name	Project Partner
<b>Project Management Team</b>		
Project Manager	Elfrun Lindenthal supported by Iskriva	EuroNatur
Communication Manager	Ivana Sučić	Green Ring
Quality Assurance Manager	Theresa Schiller	EuroNatur
<b>WP1 Leader</b>	<b>Elfrun Lindenthal</b>	<b>EuroNatur</b>
1.1 Activity Leader	Elfrun Lindenthal	EuroNatur
1.2 Activity Leader	Elfrun Lindenthal	EuroNatur
1.3 Activity Leader	Theresa Schiller	EuroNatur
<b>WP2 Leader</b>	<b>Ivana Sučić</b>	<b>Green Ring</b>
Communication Manager	Ivana Sučić	Green Ring
2.1 Activity Leader	Ivana Sučić	Green Ring
2.2 Activity Leader	Ivana Sučić	Green Ring
2.3 Activity Leader	Ivana Sučić	Green Ring
2.4 Activity Leader	Ivana Sučić	Green Ring
<b>WP3 Leader</b>	<b>Mirjana Bartula</b>	<b>NCMSM</b>
3.1 Activity Leader	Mirjana Bartula	NCMSM
3.2 Activity Leader	Vuk Simić	NCMSM
3.3 Activity Leader	Vuk Simić	NCMSM
3.4 Activity Leader	Luka Basrek	Green Ring
<b>WP4 Leader</b>	<b>Alen Kiš</b>	<b>INCVP</b>

4.1 Activity Leader	Alen Kiš	INCVP
4.2 Activity Leader	Alen Kiš & Marko Đapić	INCVP
4.3 Activity Leader	Klara Szabados	INCVP
4.4 Activity Leader	Alen Kiš & Klara Szabados	INCVP
<b>WP5 Leader</b>	Alen Kiš	INCVP
5.1 Activity Leader	Alen Kiš	INCVP
5.2 Activity Leader	Sara Mihajlović	INCVP
<b>WP6 Leader</b>	Elfrun Lindenthal	EuroNatur
6.1 Activity Leader	Alen Kiš & Klara Szabados	INCVP
6.2 Activity Leader	Elfrun Lindenthal	EuroNatur
6.3 Activity Leader	Elfrun Lindenthal	EuroNatur

### Lead Partner

According to the Danube Transnational Programme the projects funded under this programme follow the **Lead Partner Principle**. The Lead Partner is formally the final beneficiary of the ERDF funding and the only direct link between the project partnership and the Danube programme. The Lead Partner signs the Subsidy Contract with the MA/JS and is the contact institution for the Joint Secretariat on behalf of the partnership.

For other responsibilities of the LP read Partnership Agreement; Article 5 and 7 and Subsidy Contract; Article 7.

The LP is responsible for setting the internal project management rules and procedures, for ensuring the implementation of the entire project, and responsible for the sound financial management of the project.

At the beginning of the project Lead Partner appoints the **Project Management Team**. Members of the Project Management Team are:

- Project Manager
- External expert supporting the LP - Iskriva
- Communication Manager
- Quality Assurance Manager.

### Project Manager (PM)

**Project Manager (LP EuroNatur)** is the representative of the LP and heads the Steering Committee (SCOM). As the leader of the Project Management Team she is responsible for the overall quality of the project outputs and results.

#### Role of the Project Manager:

- being the contact person between the project partnership and the JS,
- the overall management and coordination of the project implementation,
- daily monitoring of project progress with the support of Work Package Leaders and Activity Leaders,
- responsible for the content of the project,
- cooperates with WP Leaders in setting the work plan of a work package,
- responsible for the overall quality of project outputs and results,
- compilation of the content parts of the Progress Reports and timely submission, thereof, achievement of project objectives within the planned period of time and quality control of delivered outputs.

Financial and administrative management of the project is monitored by a **Project Manager (LP EuroNatur)**. Project Manager is responsible for having an overview of the activities related to the reporting, finance and common administrative activities and communicates with partners directly regarding these issues.

#### Role of the Project Manager:

- responsible for coordination of reporting obligations,
- responsible for coordination of the overall financial project management,
- prepares instructions for reporting for all project participants,
- oversees and consults on the preparation of Partner Reports,
- gathers Partner Reports and checks the joint Progress Reports for the JS,
- communicates directly with partners regarding all technical issues,
- cooperates tightly with the rest of the members of the Project Management Team.

#### Communication Manager (CM)

The overall communication is managed by the **Communication Manager (Green Ring)**, who is the leader of WP2 Communication activities.

#### Role of the Communication Manager (Green Ring):

- responsible for developing and implementing Communication Strategy, including all important instructions, methodology and tools for partners regarding internal and external communication,
- monitoring the communication activities and coordination of various local communication actions;

- responsible for capitalisation and integration of project outputs and results with other relevant projects and initiatives and for participation at capitalisation events and activities;
- preparation of information material, project publications and updating information on the project section in the DTP website.

#### Quality Assurance Manager (QAM)

According to the Danube Transnational Programme quality assurance of the project outputs is mandatory for all projects. For this reason the quality assurance management is led by an independent **Quality Assurance Manager (EuroNatur)** who is responsible for proof reading, analysing and reviewing the project outputs from a qualitative point of view. Quality Assurance Manager has to be independent from the implementation team.

#### Role of the Quality Assurance Manager:

- reviewing all the project outputs (7) and providing feedback to the partnership,
- preparation of Quality Assurance Report for each project output (7),
- ensuring that his findings are included in the final outputs to be submitted to the JS,
- validation of the outputs before submission to the JS,
- informing the JS about any obstacles, problems encountered during the process.

#### Work Package Leaders (WPL)

**Work Package Leaders** are responsible for organisation of activities within their respective work packages. Together with the Project Manager the WPL prepares a plan for implementing the WP activities and is responsible for the overall coordination of the work package.

#### Role of Work Package Leader:

- prepares the work plan for the WP and consults it with the Project Manager,
- communicates the plan to Activity Leaders and coordinates the work of Activity Leaders,
- gathers outputs and deliverables from Activity Leaders and is responsible for the joint WP outputs,
- updates regularly the Sava TIES Cloud with latest/final versions of documents prepared in the WP,
- reports to Project Manager about project progress,
- prepares output factsheet for each output in the led WP which is checked by the LP,
- confirms the WP and overall project content as part of the quality control,
- monitors the achievement of outputs and results within the WP,
- sends gathered outputs to the Project Manager together with the Partner Report.

### Activity Leaders (AL)

Each activity is led by the **Activity Leader** who is responsible for the overall coordination and implementation of a single activity. The role of the AL is to prepare the work plan for each activity, to distribute the work into tasks and to assign the roles among the partners involved in the activity. The proposed plan of work for the implementation of an activity is reviewed and confirmed in cooperation with the Project Manager and WP Leader.

#### Role of Activity Leader:

- prepares the detailed plan for carrying out the activity: content, tasks, results, deadlines, responsibilities, roles and tasks of partners involved in the activity,
- consults on the plan with the Project Manager and the WP Leader before sending it to partners,
- gathers information, documents, reports and prepares the final joint output,
- reports to WP Leader on progress of activity,
- communicates with partners directly about all actions related to the activity,
- monitors the achievement of outputs within their activities,
- gathers final deliverables from contributing partners (where relevant) and sends them to WP Leaders at a time of submission of the Partner Report (to be uploaded in the Sava TIES Cloud).

### Contributing partners

The contributing partners are partners carrying out the tasks of an activity.

#### Role of contributing partners:

- give comment and feedback on the work plan of the activity,
- give comment and feedback on the tasks that are appointed to them by the Activity Leader,
- are responsible for carrying out their tasks,
- report to Activity Leaders/WP Leaders on progress of their work,
- deliver the tasks in line with the deadlines set by the Activity Leader/WP Leader,
- are responsible for the sound financial management including reporting of the funds allocated to their project part,
- are responsible for maintaining either a separate accounting system or an adequate accounting code for all transactions relating to the project.

For other responsibilities of the Project Partners read **Partnership Agreement; Articles 6 and 7.**

### Who are the contact persons of other partners?

Each partner assigned:

- Partner Project manager (main contact person) who is involved in project activities,

- Partner Financial Manager who is in charge of financial and administrative management in partner organisation,
- Partner Communication Manager who is in charge for communication in partner organisation.

For partners to be familiar with the contacts of all partners the **project Contact list** (Annex 8) is established, including contacts of all the assigned persons mentioned above. General information that affects the entire partnership should be forwarded to all contacts on the Contact list.

In case of any changes of contact persons all partners should immediately inform the Project Management Team about the change and ensure that the new contact person is well aware of the project, its activities and the partner's involvement and role in the project. Project Management Team will update the Contact list and make it available to all partners

#### Associated Strategic Partners (ASPs)

ASPs are not directly financed by the Programme but “sponsored” by an ERDF Partner that is bearing the responsibility for their participation to the project.

#### Role of Associated Strategic Partners:

- are invited to partner meetings and project events,
- are encouraged to give input to project deliverables,
- are invited to give feedback on the outputs and results,
- do not carry out and are not responsible for any specific task within the Activity,
- receive funds for attending project meetings and other project events (sponsoring partner covers only travel and accommodation).

Contact information of Associated Strategic partners can also be found on the Contact list.

## 2.4 Communication Within the Partnership

In order to ensure and facilitate the communication flow within the partnership, the following **communication principles** should be applied:

- The official **language** of the partnership is **English**. All official correspondence within the partnership should be made in English, as well as all common project outputs, promotion

materials etc. For local events and promotional activities, the partners can translate the materials into their local language in line with the budget allocated to translations into local languages. Studies and workshops done with local stakeholders (e.g. stakeholder workshops to set up stakeholder committees and training workshops in WP6) can be done in the local language, but need to have an English summary, including main findings and conclusions.

- The preferential form of written communication is **electronic mail**.
- Always use project acronym (Sava TIES) in written communication.
- The following communication channels will be used: email, telephone, skype, project meetings and bilateral meetings.

#### Communication flow within the partnership

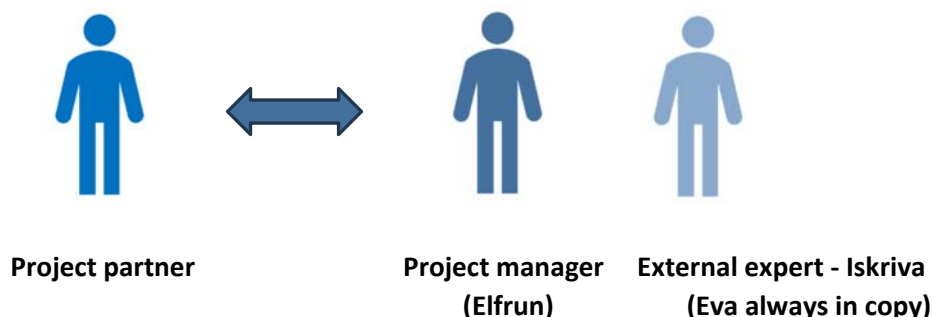
#### Content-related issues – with whom do I communicate?



- Project Partners should communicate **directly with Activity Leaders**. As nearly all AL correspond also to the WP leaders, in reality this will mostly be the **WP leader**.
- Activity Leaders, if they are different to the WP leader, then communicate with WP Leaders and WP Leaders with the Project Manager (LP) and Project Management Team.

- **Project Manager (Elfrun), external consultant – Iskriva (Eva) and WP leader should be in copy of all e-mails.**
- WP Leaders must report the achievement of outputs and results directly to the Project Management Team.
- In cases of unavailability of Activity Leaders Project Partners should communicate directly with the WP Leader or the Project Manager (LP).

#### Financial and administrative project management – with whom do I communicate?



- Regarding common financial and administrative project management at the project level, the Project Manager will communicate directly with Project Partners.
- **Project Partners should contact the Project Manager (Elfrun) directly** in cases related to project changes, budget, reporting, eligibility of costs etc.
- External consultant Eva (Iskriva) should be in copy of all e-mails.

#### Communication with the programme bodies (Joint Secretariat)

Only the **Project Manager** communicates with the JS directly. All **questions that partners have** should be **addressed to the Project Manager** who will, if necessary, forward the questions to JS and send the answers back to partners.

The Project Manager will communicate with the JS directly regarding **operational issues** (technical questions considering financial and administrative project management) and **strategic questions**.



Project officer for the Sava TIES project at the JS is Gusztáv Csomor.

#### Communication with the National Contact Points (NCP)

Communication with National Contact Points is a responsibility of each Project Partner.

All partners should set up a dialogue with their NCP. It is encouraged that a pro-active relationship is established. All partners will have to contact their NCP regarding the national verification procedures, while it is also encouraged that the project is promoted to the National Contact Points.

The list of National Contact Points is available on Danube Programme website:

(<http://www.interreg-danube.eu/contacts/national-coordination-and-contact-points>)

#### Communication with the First Level Control (FLC)

Communication with the First Level Control is a responsibility of each Project Partner.

All partners should get in contact and set up an active dialogue with the First Level Control in their countries in order to ensure that reporting of incurred costs and public procurement procedures are in line with the national legislation and the national control system.

The control system is centralised in Croatia, Bosnia and Herzegovina, Serbia and Slovenia, and decentralised in Germany.

The designated controllers and the control requirements for each Partner State are available at the Programme's website ([www.interreg-danube.eu/relevant-documents/programme-main-documents](http://www.interreg-danube.eu/relevant-documents/programme-main-documents)).

## 3 Contractual Relations

This chapter includes information about all the contracts that have been signed by different Project Partners for the implementation of the project. All Project Partners have to respect the rules and obligations set in the Subsidy Contract and Partnership Agreement.

### 3.1 Subsidy Contract

The Subsidy Contract is the contract between the JS (on behalf of the Managing Authority) and the LP. It determines the rights and responsibilities of the Lead Partner and the Managing Authority, the scope of activities to be carried out, terms of ERDF funding, and the requirements for ERDF reporting and financial control. The approved Application Form and the Partnership Agreement are an integral part of the Subsidy Contract. For more information please read the Subsidy Contract.

### 3.2 Partnership Agreement

The Partnership Agreement determines the rights and obligations of the Project Partners. It was signed before the submission of the application and can be amended during the implementation of the project.

Each partner has to:

- **read the Partnership Agreement carefully** to get familiar with partner's rights and obligations in the project,
- **respect the rights and obligations set in the Partnership Agreement,**
- **communicate any official changes** in the organisation (change of the legal representative, address of the organisation etc.) to the LP **within 15 working days** after the change occurs.

If any major changes will be necessary during project implementation, an Addendum to the Partnership Agreement will have to be signed by all Project Partners.

### 3.3 Programme Documents for the Project Implementation

The following Danube Transnational Programme documents have to be respected during the project implementation:

1. Implementation manual with annexes (Annex 1);
2. Danube Control Guidelines with annexes (Annex 4)
3. Guidelines for Partner report (Annex 5)
4. Guidelines for Progress report (Annex 7);
5. Visual Identity Manual for DTP projects (Annex 2);
6. Communication Toolkit for DTP projects (Annex 3);

Partners have to respect any additional changes of the documents or new documents or templates prepared by the DTP during project implementation.

## 4 Project Monitoring

This chapter contains detailed description of the phases for the implementation of the Sava TIES project and explanation of tools for effective project management:

- content-related monitoring,
- monitoring of deliverables and outputs,
- financial monitoring,
- audit of the project and archiving.

### 4.1 Content Monitoring

#### **PROJECT WORKPLAN**

For easier tracking of the project activities and time plan defined in the Application form a **project workplan** was developed.

The project workplan includes names of WPs, activities, their duration, WP and Activity Leaders as well as planned outputs and deliverables per activity and per partner. The aim of the document is to enable overall control of the project plan and achievement of planned outputs and results in the provided time frames, respecting the set milestones. The workplan is available in Annex 9.

Implementation of workplan will be monitored by WP leaders and Project Manager (LP) at regular skype meetings and with the help of the **checklist**.

#### **CHECKLIST**

**Checklist** an excel document (template in Annex 10) will be prepared in order to serve WP Leaders, Activity Leaders and the LP to follow the progress of each partner by tasks which are agreed at project meetings and in between.

Process of updating the checklist will be the following:

1. Each WP Leader will receive the checklist for his/her WP **at the beginning of every second month**.
2. The responsibility of each WP Leader is to **update the checklist within 5 days** in two ways:
  - a. to update (add) **the tasks** if there were some new tasks defined in the last month,
  - b. to update **the progress of each partner**.
3. After 5 days the checklist must be **sent back to Project Management Team. Project Manager** will check the tables and prepare a **joint checklist** to be sent to **all partners** within **3 days**.

During this time a skype meeting will be organised by the LP with WP leaders to discuss the progress and any pending issues.

4. If there will be a **deliverable or output** produced within a certain activity, WP leaders will have to send the deliverable/output together with the checklist (when it is prepared) to the Project Management Team.

Through the checklist the Project Management Team will monitor the project progress, remind partners about deadlines for sending the agreed outputs and make sure that project is following implementation plan. The goal of this kind of monitoring is to assure better acquaintance with the project progress to everybody involved as well as better circulation of outputs.

**Joint checklist** will be sent to all partners within **first 10 working days of each month**.

### **MONITORING THE CONTENT BY QUALITY ASSURANCE MANAGER**

Quality Assurance Manager (QAM) is responsible for monitoring the project content and checking the quality of project outputs. The QAM is expected to proofread, analyse and peer-review project outputs from the qualitative point of view, assessing and validating the quality of the final output by giving its written opinion (positive and negative aspects) in the Quality Report. Accordingly, the QAM is expected to prepare a Quality Report to be submitted with the PR of the respective period in relation to each project output finalised in a certain reporting period. QAM has to provide feedback to the partnership and ensure that his findings are included in the final outputs.

The template for Quality Report is provided by the Danube Transnational Programme – check *Annex 1: Implementation manual with annexes*.

The following outputs are planned in the Sava Ties Application form:

- Output O.3.1 Training on Stakeholder Engagement (1)
- Output O.3.2 SavaParks Network Capacity Building Programme (1)
- Output O.3.3 SavaParks Network Roadmap (1)
- Output O.3.4 SavaParks Online Service (1)
- Output O.4.1 Strategic Framework for IAS Management in SRB (1)
- Output O.5.1 Pilot implementation of IAS management measures (7)
- Output O.6.1 Training Programme for use of Strategic Framework (1)

**Besides, Quality Assurance Report, also Output factsheet** has to be prepared for each finalised output of the project. Output factsheet will be prepared by WP leader with approval of LP. The description is expected to be non-technical, easy to understand also by someone not being expert in

the specific field and also sufficient for communicating to the general public what the project has achieved.

The template for Output factsheet is provided by the Danube Transnational Programme – check *Annex 1: Implementation manual with annexes*.

## 4.2 Monitoring of Indicators

Each project has to keep track of outputs and deliverables which contribute to fulfilment of project and programme indicators.

These outputs and deliverables have to be achieved by respective partner till the end of the project. Therefore, a special **table for monitoring outputs and deliverables** (Annex 11) was prepared and will be used to follow the project progress and to remind partners about deadlines. In the table **target numbers for outputs and deliverables that each partner should reach by the end of the project** can be found.

Table will be updated by Project Manager after the submission of each Progress Reports so that each partner can see the target and reached values of indicators.

## 4.3 Financial Monitoring

A **general financial plan**, summarizing the whole project budget and partner budgets, is available in the approved **Application Form (excel file)**. **Detailed financial plans** (excel files) prepared for each Project Partner indicate the spending forecast per reporting period and divide the costs per work packages and budget lines. They are in accordance with the budget in the approved Application Form. These plans were prepared and sent to all partners in the preparation phase of the project and when the project was approved.

Each partner is responsible for a constant overview of their budget, to spend enough and in line with the approved Application form.

Comments are inserted in most of the cells so that partners have full overview what a certain cost stands for. Partners

After the end of each reporting period all partners will be informed about their spending (informed how much they can spend in the next reporting period or warned if they are not spending enough).

are requested to follow closely the budget in the approved Application Form whereas detailed financial plans should serve partners to see more in detail how many staff costs and other costs were planned approximately for each activity and WP (this should serve employees to be able to allocate their working hours to the project).

Financial plans enable a good basis for **control of the spending** in each period. Spending will be monitored in the **online eMS (Electronic Monitoring System) of the Danube Programme** and with the internal Financial monitoring table.

Project Manager will monitor the spending at the project level. Through the system of financial monitoring a comparison between reported and validated costs and the spending forecast will be possible for each partner and at the project level. The Project Manager will notify partners about their spending in each period and remind partners if they will face significant under spending.

#### 4.4 Audit of the Project and Archiving

This chapter shortly describes the ways of monitoring and audits of the projects and the necessary documents that have to be retained.

There are different ways of monitoring and auditing the project implementation:

- First-year review,
- monitoring visits by the JS,
- first level audit,
- second level audit.

The JS monitors the progress of the project mainly through Progress Reports. To get more direct contact the JS intends to visit project at least once during project implementation period in the framework of **First-year review**. Before the first-year review no major project modification concerning budget and activities is allowed.

Beyond the first-year review meeting, in case the content and financial performance of a project makes it necessary, additional **monitoring visits of JS** will be held.

The so-called **first level audit** is implemented after each reporting period by the First Level Control for Project Partners in each country and is covering the validation of project-related expenditure in the reporting period. For project partners, this is the main regular audit, for which all original

documents, documentation of activities, supporting documents for expenditure, etc. have to be provided to the FLC.

The **second level audit** can be implemented by the responsible auditing bodies of the EU, the member state, the Audit Authority, the Managing Authority, the JS or the Certifying Authority of the SEE programme. It controls the reporting of the project partner and the work of the First Level Control.

#### ARCHIVE:

The **list of documents that have to be retained by the LP and Project Partners** is listed in the table below (in accordance with the Implementation manual). The LP is obliged to retain for audit purposes all files, documents and data about the project for a two-year period from 31st December following the submission of the accounts in which the final expenditure of the completed project is included. The MA/JS will inform the LP about the beginning of the mentioned two-year period.

No.	Document	Lead Partner	Project Partner
1	Approved Application Form	original	Copy (of original signed by LP)
2	Partnership Agreement (and its amendments)	Original	Original
3	Subsidy Contract	Original	Copy
4	Amendments of the Subsidy Contract	Original	Copy
5	Progress Reports and Final Report (including quality reports)	Only electronic version	Only electronic version
6	Applications for Reimbursement	Only electronic version	Only electronic version
7	Partner Reports	Only electronic version	Only electronic version
8	Control Certificate	Only electronic version / only LP's Control Certificate in original	Original
9	Each invoice and accounting document of probative value related to project expenditure (originals to be retained at the premises of the Project Partner concerned)	Only the LP's invoices in original	Only PP's invoices in original
10	All supporting documents related to project expenditure (e.g. payslips, bank statements, public procurement documents etc.) to be retained at the premises of the Project Partner concerned	Only the supporting documents of the LP in original	Only the supporting documents of the PP in original
11	All project deliverables and outputs (materials produced during the project)	All project deliverables in original	Only the project deliverables of the



	period including project communication related documents and material)		PP in original
<b>12</b>	Quality Reports	Copy	Not relevant
<b>13</b>	Output Factsheet	Copy	Not relevant
<b>14</b>	If relevant, documentation related to on the spot checks of the Controllers (to be retained at the premises of the project partner concerned)	Only LP's on the spot check documentation in original	Only PP's on the spot check documentation in original
<b>15</b>	If relevant, documentation of monitoring visits of the MA / JS	Original	Copy
<b>16</b>	If relevant, audit reports	All audit reports, LP audit report in original, all other reports in copy	PP's audit report in original

#### **PROJECT ONLINE STORAGE:**

Sava TIES Cloud (Cloud) online storage has been established to ensure that the most important project documents are accessible to all partners all the time. On the Sava TIES Cloud deliverables, outputs, presentations from meetings and other important documents for project implementation and reporting will be shared. The Project Management Team (overall) and WP leaders (for their respective WPs) are responsible to always keep the content on the Cloud up to date. All final versions of deliverables and outputs reached in a certain reporting period should be uploaded in due time before the submission deadline for Partner Reports.

## 5 Project Changes

### 5.1 Minor and Major Project Changes

During the project lifecycle some changes might be necessary in project implementation documents. These changes have to be reported immediately by partners to the **Project Manager** as well as to external expert – Iskriva in cc who will monitor project changes. There are two types of project changes for which a different procedure has to be followed:

**All changes** must be communicated to the **Project Manager + Iskriva immediately when they occur.**

**The change can be implemented only after confirmation of JS PO or MC, MA/JS.**

#### Minor changes:

- have more an administrative and technical character and do not have significant impact on the project implementation, its intervention logic;
- in most cases need the previous confirmation of the JS PO;
- without changes of AF, Subsidy Contract.

#### Major changes:

- considered as substantial deviations from the approved AF;
- considered as exceptional cases, which need the previous decision of the MC or MA/JS, based on thorough justification of the project partnership
- necessary changes of AF, Subsidy Contract.

**In the first year of project implementation NO major project modification** concerning budget and activities is allowed.

**The last request for modification** of the Subsidy Contract can be submitted to the MA/JS **not later than three months before the end date of the project.**

**The following project changes can be requested only once:**

- budget reallocation among work packages and budget lines above the 10% limit
- prolongation of the project duration.

The Application Form should be respected to a maximum possible degree and substantial changes should try to be avoided during the project implementation. The partners should be aware that more significant budget changes might be needed when project will approach its end. Therefore, it is

recommended to save them for the last part of the project and not use them at the project beginning.

For more information about the project changes please read the **programme Implementation manual; pages 69-85 or Subsidy Contract; Article 9.**

**Summary table of types of project changes and related procedures**

	<b>Type of change</b>	<b>Procedure</b>
<b>Minor changes</b>	<b>Administrative changes</b> (change of the official partner name, change of the legal representative, contact person, bank account of LP, legal succession of the LP or PP etc.)	<ol style="list-style-type: none"> <li>1. PP notifies Project Manager and Financial Manager about the change when the change occurs (by e-mail).</li> <li>2. Project Manager or Financial Manager inform JS PO about the administrative change and send fulfilled document "Change log file for minor changes".</li> <li>3. JS PO give feedback – approve change or ask for additional explanations / documents.</li> <li>4. After JS PO approval Project Manager gives feedback to PP.</li> <li>5. PP mentions the change in the next PPR and attach approved "Change log file for minor changes" to the PPR.</li> <li>6. Project Manager mentions the change in the next Progress Report.</li> </ol>
	<b>Reallocation between budget lines / WPs up to 5 % of the total partner budget</b> <u>LP approval is necessary</u>	<ol style="list-style-type: none"> <li>1. PP fills in the table for budget change (Annex 12).</li> <li>2. PP sends the table to Financial Manager and Project Manager for confirmation.</li> <li>3. Financial Manager checks the suggested budget change, confirms or demands additional explanation.</li> <li>4. If the change is confirmed by the Financial Manager, the PP has to mention it in the next PPR and attach "Budget reallocation document" to the PPR.</li> <li>5. Project Manager mentions the change in the next Progress Report.</li> </ol> <p>The change is considered accepted if the Progress Report is accepted by the JS.</p>
	<b>Reallocation between budget lines / WPs up to 10 % of the total project budget amount (ERDF + IPA)</b> In case certain Project Partner's WP / BL budget reallocations would go beyond the 5% flexibility limit based on their partner budget level, provided that on overall project level the respective WP / BL reallocations remain below the	<ol style="list-style-type: none"> <li>1. PP fills in the table for budget change (Annex 12).</li> <li>2. PP sends the table to Financial Manager and Project Manager for confirmation.</li> <li>3. Financial Manager checks the suggested budget change, confirms or demands additional explanation and send the request to JS PO (fulfilled document "Change log file for minor changes" and "Budget reallocation document").</li> <li>4. If the change is confirmed by the Financial Manager and JS PO, the PP has to mention it in the next PPR and attach approved documents</li> <li>5. Project Manager mentions the change in the next</li> </ol>

<b>Major changes (only possible from 2018 onwards)</b>	<p>10% limit, <u>the LP and JS PO approval is necessary.</u></p> <p><b>Minor changes in the project content</b> (e.g. location of the meeting, small change of time plan, format of certain activities, deliverables, increasing the quantity of the outputs, deliverables)</p>	<p>Progress Report.</p> <ol style="list-style-type: none"> <li>1. PP has to immediately describe and justify the change, already before the change occurs, to the Project Manager and Financial Manager.</li> <li>2. Project Manager confirms or demands additional explanation and sends the proposal for change to the JS PO (fulfilled document "Change log file for minor changes").</li> <li>3. If the change is confirmed by the Project Manager and JS PO, the PP has to mention it in the next PPR.</li> <li>4. Project Manager mentions the change in the next Progress Report.</li> </ol>
	<p><b>Significant content change</b></p>	<ol style="list-style-type: none"> <li>1. PP has to immediately describe and justify the change, already before the change occurs, to the Project Manager and Financial Manager.</li> <li>2. Project Management Team prepares a special form "Request for project modification" and submits it to the JS PO and MA/JS. Revised AF and other supporting documents have to be submitted.</li> <li>3. A requested modification has to be approved by MC.</li> <li>4. If the change is approved by MC, addendum to the Subsidy Contract is signed.</li> </ol>
	<p><b>Budget reallocation among Project Partners</b> <u>Budget reallocations are possible only among ERDF partners or among IPA partners respectively (funds of different sources cannot be mixed) In justified case (without partnership change).</u></p>	<ol style="list-style-type: none"> <li>1. PPs have to immediately inform Financial Manager and Project Manager if they face big financial problems.</li> <li>2. Financial Manager and Project Manager prepare a special form "Request for project modification" and submit it to the JS PO and MA/JS. Revised AF and other supporting documents have to be submitted.</li> <li>3. A requested modification has to be approved by MA/JS or MC.</li> </ol> <p>If the change is approved by MC or MA, addendum to the Subsidy Contract is signed.</p>
	<p><b>Reallocation between budget lines / WPs more than 10 % of the total project budget (ERDF + IPA)</b></p>	<p><b>Can be requested only once in the project duration</b></p> <ol style="list-style-type: none"> <li>1. PPs have to immediately inform Financial Manager and Project Manager if they face big financial problems.</li> <li>2. Financial Manager and Project Manager prepare a special form "Request for project modification" and submit it to the JS PO and MA/JS. Revised AF and other supporting documents have to be submitted.</li> <li>3. A requested modification has to be approved by MC.</li> <li>4. If the change is approved by MC, addendum to the Subsidy Contract is signed.</li> </ol>
<p><b>Project duration prolongation</b></p>	<p><b>Can be requested only once in the project duration not later than 3 months before the end date of the project.</b></p> <ol style="list-style-type: none"> <li>1. Project Management Team prepares a special form "Request for project modification" and submits it to the JS PO and MA/JS. Revised AF and other supporting documents have to be submitted.</li> </ol>	

- |  |   |
|--|---|
|  | <ol style="list-style-type: none"> <li>2. A requested modification has to be approved by MA/JS (up to 3 months) or MC (between 3 and 6 months).</li> <li>3. If the change is approved by MC or MA, addendum to the Subsidy Contract is signed.</li> </ol> |
|--|---|

### Changes in spending forecast

**Each PP has to strictly follow its spending forecast per each period according to the approved AF.** In case there is a deviation it should be compensated in the next reporting period (e.g. if in one period the reported amount is smaller than planned it should be higher in the next one). Deviations from the spending forecast need to be explained in the Project Partner Report. Partners are allowed to exceed the spending forecast for a certain reporting period, as long as they remain within the total approved partner budget.

The Partnership has the possibility to deviate from the spending forecasts laid down in the Subsidy Contract taking into consideration that in case of under-spending compared to the original spending forecasts, the MA/JS is entitled to assess the level of under-spending and the reasons for lower financial performance and, in such a case, the MA/JS is entitled to initiate the decommitment of the projects by the MC, which deviated negatively from the spending forecasts.

The LP can request amendment of the spending forecasts set in Subsidy Contract only in relation to substantial changes in the project affecting the project budget, otherwise amendment of the spending forecast cannot be requested.

**Each partner has to spend at least 75% spending of the partner project budget until the end of the project. Otherwise the project will be decommitted (project will lose part of the budget).**

## 5.2 Decommitment of the Project and Right of Withdrawal

The MA/JS is **entitled to withdraw from this contract and to demand repayment of the EU Funds** in full or in part – on the basis of the decision of the Monitoring Committee - in case the project has not been or cannot be fully implemented by carrying out the planned activities, the planned outputs and results as planned in the latest approved Application Form and by achieving at least 75% spending of the total project budget.

For more information about the decommitment and withdrawal please read **Subsidy Contract; Article 13.**

## 6 Reporting

### 6.1 Starting up the Project

The expenditures related to the project implementation are eligible from the starting date of the project – **1<sup>st</sup> June 2018**.

Tasks which have to be implemented at the beginning of the project by each Project Partner:

- organise **project management team in your organisation** (project manager, finance manager and communication manager, other team members);
- **read** carefully Application form, Subsidy Contract, Partnership Agreement, programme Implementation manual and other programme documents;
- **assign your employees to the Sava TIES project**: check in the Application form which option did you choose (real costs or flat rate), check your budget, check the programme Implementation manual for different methods of assignment to the project and check with your First level control which documents are necessary for reimbursement of staff costs;
- **contact your First level control** because there are reporting rules also on national level that need to be followed.
- find information about when to implement **public procurement procedures** for the purchases or services planned in the Application Form (in the right period) and assure **enough time** to implement the procedures on time.;
- obey the **rules of public procurement** in your country and the DTP rules (whichever are stricter);
- establish a **separate accounting system or an adequate accounting code for all transactions relating to the Sava TIES project**;
- contact LP in case you have any questions or doubts regarding project implementation.

## 6.2 Reporting System

According to its contractual obligation the Lead Partner has to regularly report about the project progress proving that the implementation is in accordance with the approved Application Form and justifying the reported, validated expenditures in connection to the application for reimbursement of the ERDF and the IPA contribution.

Therefore, the LP has to submit a Progress Report (every 6 months) describing the activities carried out and the outputs, deliverables delivered during the reporting period, as well as presenting the financial progress of the project.

**PR – Project Partner Report** prepared by each project partner and submitted to FLCs

**PPR – Progress Report** prepared by the LP on the basis of input from partners and submitted to the JS

The LP can only submit the **Application for Reimbursement** (AfR) to the Joint Secretariat by providing proof of progress of the project. Therefore, in order to provide adequate information on the progress of the project, each partner has to submit a **Partner Report** (PR) to the FLC consisting of an **Activity Report** (describing the activities carried out and their outputs and results during the reporting period) and a **Financial Report** (presenting the financial progress of the project in accordance with the approved Application Form and in relation to the Activity Report). National FLC checks the Partner report and issues FLC Certificate.

The whole reporting procedure is integrated into and managed through the electronic online information and monitoring system used by the DTP – Electronic Monitoring System (eMS). All Partner reports and Progress reports are prepared and submitted in the eMS.

The project is divided into 6 reporting periods - 6 months periods, exceptions are the 1st period (5 months) and the last period (7 months). PRs need to be submitted in 15 days after the end of each reporting period. **Progress Reports** have to be submitted 3 months after the end of each reporting period. The **official deadlines** for reporting to the JS are as follows:

Period nr.	Reporting period	Deadline for submission of Progress Report to JS	Spending forecast EUR
1	01/06/2018 – 31/10/2018	01/02/2019	218.657,40
2	01/11/2018 – 30/04/2019	01/08/2019	213.511,73
3	01/05/2019 – 31/10/2019	01/02/2020	280.042,17
4	01/11/2019 – 30/04/2020	01/08/2020	329.444,47
5	01/05/2020 – 31/10/2020	01/02/2021	312.121,94
6	01/11/2020 – 31/05/2021	01/09/2021	250.359,29

In general, approximately 2 more months are needed for checking the Progress Report by the JS (around 30 days for the first check, additional 15 days for some additional explanations / documents and rechecking the Progress report by JS) and up to 4 weeks for release of payments from the final approval of Progress report.



### 6.3 When do I report? Reporting deadlines for partners

Period no.	Reporting period	Sending PR to the LP for checking	Submission of the PR to the FLC	Submission of the final PR and Control Certificate to the LP
1	01/06/2018 – 31/10/2018	09/11/2018	15/11/2018	15/01/2019
2	01/11/2018 – 30/04/2019	09/05/2019	15/05/2019	15/07/2019
3	01/05/2019 – 31/10/2019	09/11/2019	15/11/2019	15/01/2020
4	01/11/2019 – 30/04/2020	09/05/2020	15/05/2020	15/07/2020
5	01/05/2020 – 31/10/2020	09/11/2020	15/11/2020	15/01/2021
6	01/11/2020 – 31/05/2021	09/06/2021	15/06/2021	15/08/2021

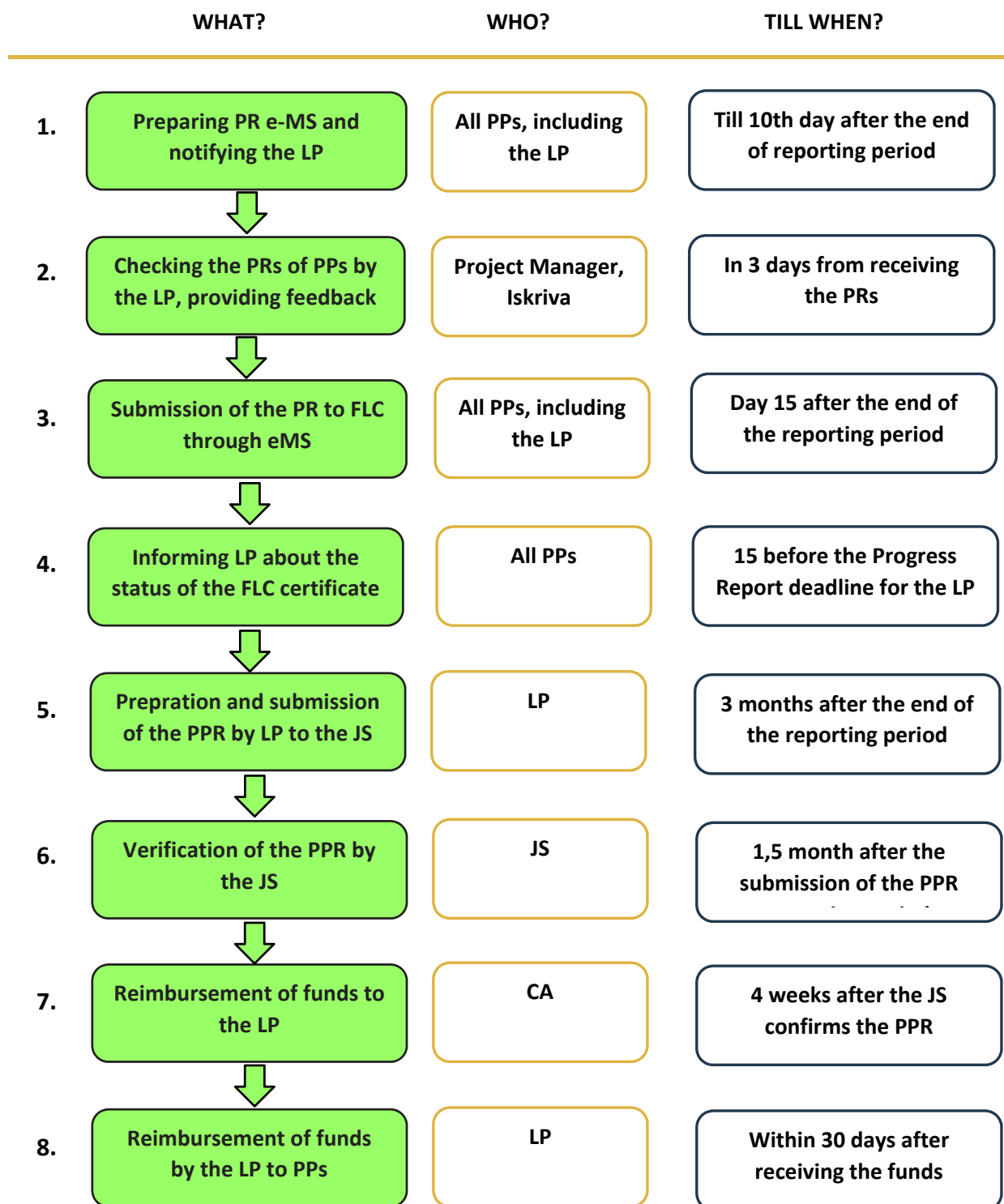
Each Project Partner has to submit Partner report for each period to their National Controllers in 15 days after the end of each reporting period.

Each partner is responsible for a constant overview of their budget, financial monitoring of their budget and financial spending in line with the approved Application form.

### 6.4 What is the Reporting Procedure?

In this chapter the **reporting procedure** is summarized into **8 steps**. The main purpose of these steps is to give general information for each phase of reporting while in boxed text you can find additional information or instructions.





STEP 1: PREPARING PROJECT PARTNER REPORT (PR)  
AND NOTIFYING THE LEAD PARTNER

Day 10 after the end of  
the reporting period.

- a)** The partners will have to prepare the PP **by day 10 after the end of each reporting period in the eMS**. PPR has to be in English. Project partner has to describe their activities in current reporting period and upload **all final deliverables and outputs. An Additional information template has to be filled in and attached to the report (Annex 6)**. Before submitting it to the FLC the Project Manager and the Financial Manager will check the report.
- b)** When the PR is prepared in eMS then partners have to notify the Project manager and Iskriva to check the report.

PPR will have to be prepared in **eMS**.

How to prepare your PR? Please consult:

- **Implementation Manual with annexes;**
- **Guidelines for Partner report;**
- **Danube Control Guidelines with annexes.**

**Do not forget to attach Additional information document to the PR.**

**The data that have to be inserted in the Partner Report:**

- **Activity Report:**
  - summary, main achievements;
  - project implementation timeframe and spending;
  - target groups reached;
  - description of each activity and location;
  - description of final deliverables and outputs;
  - information about the investment;
  - final deliverables and outputs.
- **Financial Report** (expenditure incurred and paid in the given period)
  - financial progress by WPs and budget lines;
  - national co-financing;
  - list of all invoices/supporting documents for the expenditures in respective period;
  - revenues.

### Preparation of PR – tips:

When preparing the PPR the partner budget tables have to be respected: sums per periods, per work packages and per budget lines. **Costs can be shifted between activities within the same work package.** Only as an exception and if it is truly necessary shifts can be made also between WPs and budget lines but not more than 5 % of the partner budget can be changed (only after approval of LP). For more info see chapter 5 *Project changes*.

When preparing the Financial Report, partners are advised to:

1. First check the planned budget per WP and budget line for the respective period. Special financial plans per partner have been sent to all Project Partners already in the preparation phase.
2. Then insert all the invoices for travel, external experts, equipment and infrastructure and works and all documentation for staff costs.
3. Office and administrative expenditures – if you chose in the Application form the flat rate of 15% of eligible staff costs of the project than these costs will be automatically calculated in the PPR. No further justification or supporting document is needed.

#### STEP 2: CHECKING PARTNER REPORT OF PARTNERS BY LEAD PARTNER

In 3 days from receiving PR

Project Manager AND Iskriva will check the reports and give **feedback** about the **content and financial progress** and if necessary recommendations for improvement in order to ensure that the reports are in line with the planned activities and budget spending.

Partners will receive comments on their PPRs **within 3 days** after receiving the PPR. Partners have to respect comments from Financial Manager and Project Manager and revised the PPRs. PPRs should be submitted to FLCs only after the confirmation of the Financial Manager.

#### STEP 3: SUBMISSION OF THE PROJECT PARTNER REPORT TO THE FIRST LEVEL CONTROL (FLC)

Day 15 after the end of the reporting period.

When PR is approved by the Project Manager it has to be submitted to the First Level Control (FLC). PR has to be submitted to the FLC **by day 15 after the end of the reporting period** (or earlier if possible) **through eMS**.

Each Project Partner is responsible separately for having its expenditures validated by the FLC. The designated controllers and the control requirements for each Partner State are available at the Programme's website ([www.interreg-danube.eu/relevant-documents/programme-main-documents](http://www.interreg-danube.eu/relevant-documents/programme-main-documents)).

FLC can demand additional corrections which have to be prepared within few days and sent to FLC again.

Project partners can submit maximum 2 Partner Reports of different reporting periods (one current and one previous which is delayed) to the Controller for validation for the same reporting deadline.

#### STEP 4: SUBMISSION OF VALIDATED PPR WITH FLC CERTIFICATE TO THE LP

15 days before the deadline for Progress Report

On average the **validation procedure takes about 2 months**. The FLC then issues a **FLC Certificate** in the eMS. **Immediately** after receiving the Control Certificate the partner needs to inform LP about the Certificate.

If the **FLC Certificate will not be issued by the FLC by the deadline for submission** of the joint Progress Report to the JS, the PPR and expenditures will be included in the following joint Progress Report. The partners should be in contact with their FLCs and inform the LP of any delays regarding the validation 15 days before the JS deadline for submission of the Progress Report at the latest.

#### STEP 5: PREPARATION AND SUBMISSION OF THE JOINT PROGRESS REPORT BY THE LP TO THE JOINT SECRETARIAT

3 months after the submission of the PPR to FLC.

Progress Report is a report that is **prepared at the end of each reporting period by the LP** on the basis of the input from all partners and their activities implemented in the respecting period.

Upon receiving all Partner Reports and FLC Certificates the LP summarizes all data into a **joint Progress Report** which needs to be submitted to the JS **within 3 months after the end of each reporting period (through the eMS)**. Together with the report the LP also submits the **Application for Reimbursement** which is the basis for reimbursement of costs.

LP includes in the Progress report the FLC Certificates that are received till the deadline of submission of Progress report. The FLC Certificates not included in the Progress report can be submitted in the next Progress report (not later).

**Documents to be submitted with the Progress Report, by the Lead Partner:**

No.	Type of the document	Form of submission
1	Application for Reimbursement	Official signed (scanned and submitted in electronic format)
2	Bank statements confirming the reimbursement amounts transferred from the separate project bank account to the PPs by the LP (all bank statements for the given reporting period)	Electronic (scanned version of the original)
3	Project deliverables, outputs (English version)	Electronic
4	Quality Report (if relevant, in the period)	Electronic (scanned version of the original)
5	Output Factsheets (if relevant, in the period)	Electronic
6	Project Communication Strategy (with the first Progress report)	Electronic

**STEP 6: VERIFICATION OF THE PROGRESS REPORT BY JOINT SECRETARIAT**

Joint Secretariat will check the submitted Progress report and Application for Reimbursement and give feedback to the LP.

In case the PR has to be completed or additional clarifications or missing documents have to be submitted, and the FLC Certificates do not need correction, the completed PR should be re-submitted within maximum 10 days (shorter deadlines might be given according to the urgency or the type of completion) after the notice sent by the MA/JS.

In case the PR and AfR have to be completed so that one or more FLC Certificates also need to be reissued, the corrected PR and AfR, including the corrective version(s) of the FLC Certificate should be resubmitted to the JS within maximum 20 days from the e-mail notification to the LP by the MA/JS.

For answering the questions of the JS, the LP will often need the support of project partners!

If completion is not successful, the Progress report can be rejected.

**STEP 7: REIMBURSEMENT OF THE FUNDS TO THE LEAD PARTNER**

After the approval of the PR and AfR by the MA/JS, the Certifying Authority initiates the transfer of the contribution from the EU Funds to the LP generally within 4 weeks.

## STEP 8: REIMBURSEMENT OF THE FUNDS FROM LEAD PARTNER TO PARTNERS

Already before the first transaction all Project Partners have to send to the LP information about their bank account using document **Bank statement** (Annex 12). In case of change of the bank account the Project Partner has to notify to the LP the latest 15 days after the change. In case such change will not be reported to the LP, any inconvenience occurred is the responsibility of the respective partner.

The LP will transfer the contribution to the PPs participating in the project according to the Application for Reimbursement approved by the Joint Secretariat the latest **within 30 working days** (usually earlier) after receiving the funds from the Certifying Authority (Partnership Agreement, Article 5).

Before the **first transaction** all PPs have to send **“Bank statement”** (Annex 13) to the LP.

### 6.5 Eligibility of Costs

For each budget line there is a short explanation of conditions and supporting documents needed to prove the cost at each reporting. It is not all encompassing, therefore please read the Implementation Manual and Control Guidelines and get in **contact with your FLC** since each national control has national guidelines and templates. All budget lines are eligible only if they were **planned in the Application Form**.

For more information about the eligibility of costs please read:

- **Implementation Manual, pages 29 – 51;**
- **Danube Control Guidelines with annexes;**
- **Check with FLC for some additional national instructions.**

**Eligible project expenditure shall be incurred and paid within the project** starting date and end date of the project according to the Subsidy Contract with the exception of:

- preparation costs (for LP);
- **control costs** related to the last Progress Report and Application for Reimbursement can be incurred after the end date of the project period, but it shall be paid within 60 days from the end date of the project at the latest;
- **costs reported in the last reporting period** and incurred before the end date of the project shall be paid within 60 days from the end date of the project; the deadline for payments is indicated in the subsidy contract.

Each partner is responsible for establishing a **separate accounting system or an adequate accounting code for all transactions relating to the Sava TIES project.**

Only **non-recoverable VAT** is **eligible** in the project. Each partner is responsible for checking its VAT status.

**Original invoices / accounting documents:** the Danube Transnational Programme, the Project code and Acronym have to be indicated by the Project Partner on the original invoices / accounting documents.

Danube Transnational Programme  
Project code: DTP2-096-2.3  
Acronym: Sava TIES

#### 6.5.1 Staff costs

Members of the project team have to be executing tasks for the project activities or for project management. They have to be **employed** in the organisation **on the basis of a regular work contract**. The method of reimbursement of staff costs shall be fixed in the employment document.

Staff costs may be reimbursed either:

- On a real cost basis
- As a flat rate up to 20% of direct costs other than staff costs.

**Each partner chose one of these reimbursement options already in the AF and have to remain unchanged through the entire project period.**

For more information about the staff costs check:

- the **Application form**;
- **Implementation Manual**, pages 31 – 37;
- **Danube Control Guidelines** with annexes;
- **contact your First Level Control** (rules might be different in different countries)

**Staff costs reimbursed on real costs basis:**

- Staff members work **full-time or part-time** for the project.

**Useful tip:** choose full-time or part-time with a fixed percentage of time worked per month – timesheets are not necessary.  
*Check with FLC*

- Staff costs of the part-time employees have to be calculated using one of the **following methods**:
  - a.) **Part-time with a fixed percentage of time worked per month** on the operation, with no obligation to establish a separate working time registration system.
  - b.) **Part-time with a flexible number of hours worked per month**; in line with a number of hours varying from one month to the other worked on the operation, based on a time registration system covering 100 % of the working time of the employee.
  - c.) On an **hourly basis**

#### Staff costs reimbursed on flat rate basis:

- The flat rate shall not exceed **20%** of the eligible direct costs other than the staff costs of the partner budget. The eligible direct costs as basis of the calculation of the staff costs are the amounts to be reimbursed under the travel and accommodation costs, external expertise and service costs, equipment expenditure and infrastructure and works budget lines.
- The flat rate defined in the approved Application Form shall be **automatically applied by the given PP for reporting staff costs in each reporting period**.
- In case the flat rate method is applied for the reimbursement of staff costs, no further staff costs incurred on real costs basis can be reported under this budget line or under other budget lines.
- No further justification or supporting document is needed from the PPs to justify the staff costs declared.

#### 6.5.2 Office and administrative expenditure

Office and administrative costs related to the project implementation shall be declared on a **flat rate basis of 15% of the eligible staff costs** of the project (i.e. costs declared under “Budget line 1 Staff costs” no matter if the flat rate or real costs method is used for the staff costs). Check the Application form if you planned office and administrative expenditures in your budget.

For more information check:

- if you planned the flat rate in the **Application form**,
- **detailed excel budget**,
- **Implementation Manual**, pages 37 - 38,
- **Danube Control Guidelines** with annexes.

- The same **flat rate (15%) shall be automatically applied for each reporting period**, by each PP.
- In case staff costs are not declared for the relevant reporting period, the office and administrative expenditure shall not be declared.
- No further justification or supporting document is needed from the PPs to justify the Office and administrative costs declared.



### 6.5.3 Travel and accommodation costs

Project related **travelling costs of the project staff employed by the beneficiary** are eligible for financing under the travel and accommodation costs budget line. The PPs can choose from the following 2 options in accordance with the national/ internal rules:

**1. Eligible expenditure includes (exhaustive list):**

- Travel costs
- Costs of meals
- Accommodation costs
- Visa costs
- Daily allowances

For more information check:

- **the Application form,**
- **detailed excel budget,**
- **Implementation Manual,** pages 38 – 41,
- **Danube Control Guidelines** with annexes.

**2. Eligible expenditure includes:**

Travel costs and Per diems according to the EC-funded external aid contracts. In this context, per diems cover accommodation, meals, local travel within the place of mission and sundry expenses. The current per diem rates can be found on the EC website:

([http://ec.europa.eu/europeaid/work/procedures/implementation/per\\_diems/index\\_en.htm\\_en](http://ec.europa.eu/europeaid/work/procedures/implementation/per_diems/index_en.htm_en))

The latest version should be considered.

Main conditions:

- Only travel costs of the project staff can be declared (i.e. persons employed by partner organisation).
- Travel costs must be directly allocated to the project.
- Travel can only be performed **within the Danube Transnational Programme area**, except if otherwise planned in the AF. Any travel outside the Danube Transnational Programme area has to be approved in advance by the JS otherwise such costs will not be eligible.
- Means of transport and accommodation are selected considering **cost-efficiency** (no business or first class tickets, only middle price range accommodation costs). Some national rules apply so please check with your FLC.
- **Per diems** must be calculated according to national rules of the partner organisation.
- The duration of the travel must be clearly in line with its purpose (from the day before to the day after the meeting).

#### ASP travel and accommodation:

**Travelling costs of the Associated Strategic Partners (ASPs)** are eligible, where the invoice and/or the relevant accounting document is addressed to the “sponsoring” ERDF Partner and it is directly paid or reimbursed by the ERDF Partner before submitting the expenditure for validation to the Controller.

The controller of the “sponsoring” ERDF partner has to be able to validate the expenditures according to the national rules of the ERDF “sponsoring” partner. Therefore, the requirements of the first level control of the “sponsoring” ERDF partner have to be complied with.

For more details please check the DTP Factsheet about ASPs (Annex 14).

Payment of travel and accommodation costs of the ASP shall follow the above mentioned principles and rules and might be different from country to country. This also means that project partners shall contact their Controller on how national / ERDF sponsoring PP institutional rules shall be applied based on the three principles stated above.

#### 6.5.4 External expertise and service costs

External expertise and services are eligible if:

- the work of the external expert is **essential** to the project;
- **rates** charged by the external expert are reasonable;
- the selection of external experts complies with the relevant National Public Procurement Law in force for ERDF partners and with the provisions of the Financial Regulation (Chapter 3 of Title IV of Part Two) and the Delegated Regulation (Chapter 3 of Title II of Part Two) for IPA partners;
- programme specific rules shall be applied for ERDF partners for the procurements between 5,000 EUR (excluding VAT) and the national public procurement thresholds: Three offers need to be collected (or at least requested)
- Project Partners or ASP’s cannot be contracted as external experts or subcontractors.
- Travel and accommodation for external experts, speakers, chairpersons of meetings and service providers shall be declared under this budget line in the framework of their contract.

For more information check:

- **the Application form,**
- **detailed excel budget,**
- **Implementation Manual,** pages 41 – 43,
- **Danube Control Guidelines** with annexes.

Check procurement procedures in **Implementation manual pages 49 – 52**. It is **crucial to respect procurement procedures within the Danube Transnational Programme otherwise costs will not be eligible!**

### 6.5.5 Equipment expenditure

Purchase of equipment is eligible under the following conditions:

- equipment is **necessary** for the project implementation and is foreseen in the **approved Application Form**,
- equipment must be exclusively used for the project implementation,
- In case that **equipment if part or fully represents an investment item** which was approved in the AF, **the full cost of the equipment is eligible**. The ownership of the equipment cannot be changed for at least 5 years after the project end.
- The full costs of the equipment should be allocated to the project, if it is in line with national and institutional regulations. In case national or institutional regulations does not allow the project equipment is reimbursed in full, only depreciation costs are eligible.
- programme specific rules shall be applied by ERDF partners for the procurements between 5,000 EUR (excluding VAT) and the national public procurement thresholds.

For more information check:

- **the Application form, especially pages –114 - 124,**
- **detailed excel budget,**
- **Implementation Manual, pages 43 – 45,**
- **Danube Control Guidelines with annexes.**

Check procurement procedures in **Implementation manual pages 49 – 52**. It is **crucial to respect procurement procedures within the Danube Transnational Programme otherwise costs will not be eligible!**

In case of equipment purchasing, **stickers have to be applied** in a visible place of the equipment – these must contain the following mandatory information:

- the Programme logo and website address,
- the European Union logo and the reference European Union,
- the budget of the project,
- the name of the project/investment.

A sticker must be placed on every piece of equipment. Recommended dimensions: minimum 1/16 of the most visible surface of the equipment. For details please check programme Visual identity guidelines for projects.

### 6.5.6 Infrastructure and works

Infrastructure and works are eligible under the following conditions:

- Only **small-scale infrastructure** is eligible where the **transnational impact** of the investment is demonstrated, and the activity is **approved in the Application Form**.
- The budget line 'Infrastructure and works' should only cover costs related to investment having the nature of infrastructure or works and not included under any other budget line.
- Budget line should include **execution or both design and execution of works as well as site preparation, delivery, handling installation, renovation**.
- The purpose and ownership of the infrastructure cannot be changed for at least **5 years after the project end date**.
- The contractor shall not be a partner in the project.
- programme specific rules shall be applied by ERDF partners for the procurements between 5,000 EUR (excluding VAT) and the national public procurement thresholds.

For more information check:

- **the Application form, especially pages –102 - 113,**
- **detailed excel budget,**
- **Implementation Manual, pages 46 – 47,**
- **Danube Control Guidelines with annexes.**

Check procurement procedures in **Implementation manual pages 49 – 52**. It is **crucial to respect procurement procedures within the Danube Transnational Programme otherwise costs will not be eligible!**

### 6.5.7 Ineligible expenses

- Fines, financial penalties and expenditure on legal disputes and litigation
- Costs of gifts, except those not exceeding 50 EUR per gift where related to promotion, communication, publicity or information
- Costs related to fluctuation of foreign exchange rate
- Interest on debt
- Purchase of land and existing buildings
- Value added tax except where it is non-recoverable under national VAT legislation
- Contributions in kind, as defined in Article 69(1) of regulation (EU) No. 1303/2013
- Project expenditure split among PPs (i.e. sharing of „common costs“)
- Second hand equipment

#### 6.5.8 Currency exchange

In the financial part of the Progress and Partner Reports all the expenditures have to be submitted in EUR. Each PP shall convert into Euro the amounts of expenditures in the list of invoices incurred in different currency than Euro.

Expenditure incurred by project partners in a currency other than the euro shall be converted into euro by using the **monthly accounting exchange rate of the European Commission** ([http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/inforeuro/inforeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm))

in the month during which expenditure was submitted for verification to the controller.

The date of submission for verification to the controller is the day on which the project partner submitted for the first time the Partner Report to the Controller. This means that an expenditure incurred and paid in reporting period 1 is submitted by the Project Partner only in reporting period 2 to the Controller, therefore the exchange rate relevant for reporting period 2 shall be applied.

This method shall be applicable to all project partners.

## 7 Annexes

Annex 1	Implementation manual with annexes
Annex 2	Visual Identity Manual for DTP projects
Annex 3	Communication Toolkit for DTP projects
Annex 4	Danube Control Guidelines with annexes
Annex 5	Guidelines for Partner report
Annex 6	Additional Information for PR and PPR template
Annex 7	Guidelines for Progress report
Annex 8	Contact list
Annex 9	Sava TIES Workplan
Annex 10	Checklist
Annex 11	Table for monitoring outputs and deliverables
Annex 12	Table for budget changes
Annex 13	Bank statement
Annex 14	DTP Factsheet about ASPs