

Elaborating and managing a project within IPA

Guidelines



IPA 2007-2009
Component IV



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Ministry of Economy, Labour
and Entrepreneurship

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These guidelines were elaborated to accompany the IPA programme/Operational Programme (component IV).

They are designed for those who never managed a project within a European programme and do not know how to start.

These guidelines are not designed for those who have extensive experience in elaborating projects and are already well accustomed to the project cycle management methodology (PCM) widely used in the European Union programmes.

These guidelines aim to be a user-friendly tool for applicants to introduce them to the basic principles, methodologies and procedures for the elaboration and management of a project.

They accompany the package of documents linked to the implementation of the IPA programme:

- *Calls for proposals (Grant schemes).*
- *The application form.*
- *The guidelines for applicants.*

PART I: ELABORATING THE PROJECT

I-THE CONTEXT: THE INSTRUMENT FOR PRE-ACCESSION ASSISTANCE

This section is designed to introduce the IPA programme, explain the priorities of the component IV, define the actors

→ 1-1 WHAT IS IPA ?⁽²⁾

IPA, acronym for the Instrument for Pre-Accession Assistance, established in July 2006, is a new financial tool which provides assistance to candidate countries to build institutional capacity for the efficient implementation of the *acquis communautaire* (common rights and obligations which bind all EU Member States) and to prepare for the management of the Structural Funds.

IPA is composed of five components:

Component 1: Transition Assistance and Institution Building

Component 2: Cross-Border Cooperation

Component 3: Regional Development

Component 4: Human Resource Development (HRD)

Component 5: Rural Development

As all EU programmes, each component is guided by a set of priorities. The priorities for component IV, Human resource development are the following⁽³⁾:

- Increase the adaptability of workers, enterprises and entrepreneurs;
- Enhance access to employment and sustainable inclusion in the labour market of job seekers and inactive people;

- Reinforce social inclusion and integration of disadvantaged groups;
- Promote partnerships, pacts and initiatives through networking of relevant stakeholders;
- Expand and enhance investment in human capital;
- Strengthen institutional capacity and the efficiency of public administrations and public services at national, regional and local level.

These priorities are very near the European Social Fund which will be one of the Structural Funds used by Croatia after accession.

IPA is implemented through programmes called Operational Programmes (OP).

An OP is a document elaborated by a Member State or a candidate country approved by the European Commission to implement a form of Community support (here IPA), and comprising a consistent set of priorities and multi-annual measures which may be implemented through recourse to one or more Funds.

The objectives of the Croatian HRD OP are:

- Creating more and better jobs;
- Attracting and retaining more people in employment by increasing human capital investment;
- Reinforcing social inclusion and promoting adaptability of enterprises and workers.”

These objectives are reflected in the OP as follows:

→ 1-2: THE OPERATIONAL PROGRAMME FOR HUMAN RESOURCES DEVELOPMENT

Below are the priorities and measures of the HRD OP for IPA for 2007-2009.

Priorities and measures	IPA contribution 2007-2009	National public contribution	Implementing Body in charge of implementation
Priority Axis 1 Enhancing access to employment and sustainable inclusion in the labour market	9.500.000	1.676.472	
Measure 1.1 Supporting the design and implementation of active and preventative labour market policy			CES
Measure 1.2 Supporting the effectiveness and quality of Croatia's public employment services			CES
Priority Axis 2 Reinforcing social inclusion of people at a disadvantage	9.000.000	1.588.237	
Measure 2.1 Supporting access to employment by disadvantaged groups			CES
Measure 2.2 Supporting access to education by disadvantaged groups			AVET
Priority Axis 3 Enhancing human capital and employability	15.950.000	2.814.706	
Measure 3.1 Further development of the Croatian Qualifications Framework			AVET
Measure 3.2 Strengthening the provision of Adult Learning			AVET
Measure 3.3 Supporting the development of institutions and their partners responsible for the provision of vocational education and training, and adult education			AVET
Priority Axis 4 Technical assistance	3.827.000	675.354	
Measure 4.1 Project preparation			CES
Measure 4.2 Programme management and capacity-building			CES

(2) Council regulation EC 1085/2006 of 17 July 2006.

(3) Article 151 of the same regulation.



→ 1-3 THE MAIN ACTORS OF THE PROGRAMME

IPA is implemented through a framework of bodies and institutions which are:

- The national IPA Coordinator (NIPAC) who ensures the overall coordination of IPA assistance;
- A strategic coordinator for the regional development component and the HRD component;
- An accrediting officer responsible for issuing monitoring and suspending or withdrawing the accreditation of the NAO and National Fund;
- A National Authorising Officer (NAO), responsible for the legality and regularity of transactions;
- A national Fund;
- An Audit authority.

For each component, an Operating Structure has been appointed.

Under IPA IV, the Operating Structure (OS) is organised around five bodies, which can be divided into two main type of actors: the bodies responsible for priorities and measures, and the Implementing Bodies.

1- The bodies responsible for priorities and measures intervening within Component IV

The Ministry of Economy, Labour and Entrepreneurship (MELE) is the body responsible for the Operational programme (BROP) and is also directly in charge of:

Priority 1 - Enhancing access to employment and sustainable inclusion in the labour market:

Measure 1. Supporting the design and implementation of active and preventative labour market policy; and

Measure 2. Supporting the improvement of the effectiveness and quality of Croatia's public employment services.

Priority 4 - Technical Assistance for the HRD OP.

The State Secretary of Labour is the Head of the Operating Structure:

The Ministry of Science, Education and Sports is responsible for:

Priority 2 - Reinforcing social inclusion of people at a disadvantage: Measure 2- Supporting access to education by disadvantaged groups.

Priority 3 - Enhancing human capital and employability:

Measure 1 - Further development of a Croatian Qualifications Framework;

Measure 2 - Strengthening the provision of adult learning; and

Measure 3 - Supporting the development of institutions and their partners responsible for the provision of vocational education and training, and adult education.

The Ministry of Health and Social Welfare is responsible for:

Priority 2 - Reinforcing social inclusion of people at a disadvantage: Measure 1 - Supporting access to employment by disadvantaged groups.

They play a key role in elaborating the priorities and measures and supervising the implementation of the OP.

2- The Implementing Bodies (IBs)

As an applicant and then a selected project promoter, the IBs will be your main contacts.

They are responsible for launching the calls, contracting, monitoring, paying and ensuring the controls.

As they contract with each project, they are also called Contracting Authority.

There are two entities, both public:

The Agency for Vocational Education and Training (AVET).

AVET implements the whole priority axis 3 and measure 2.2.

The Croatian Employment Service (CES).

The CES implements the whole priority axis 1 and priority 2 measure 2.1 and the whole priority axis 4, technical assistance.

The OS is supported by the IPA sectoral monitoring committee for Human resources Development which include different organisations, the European Commission and the Delegation of the European Commission to the Republic of Croatia.

All information on IPA in Croatia can be found on <http://www.strategija.hr>
At European level it can be found on <http://europa.eu/enlarg>

→ 1.4 THE MAIN MANAGEMENT TOOL WITHIN IPA: THE PRACTICAL GUIDE (PRAG)

IPA is implemented through a set of tools commonly called PRAG for Practical Guide for External Aid. It is a working tool explaining the contracting procedures applying to all EC external aid contracts financed from the European Communities general budget and the 10th European Development Fund (EDF).

It gives templates for all steps of the management of the programme:

- Templates for Terms of Reference (TOR s)
- Model of guidelines for applicants
- Model of application form
- Model of reports
- Models of letters etc.

All the documents used for the implementation of IPA come from PRAG.

→ 1.5 HOW IS IPA AWARDED?⁽⁴⁾

IPA is awarded through 4 instruments: Service contracts, grant schemes, supply contracts, works contracts.

The calls can be restricted or open.

In this manual we will only address Grant schemes.

What is a grant ?

A grant is a direct financial contribution, by way of donation, from the EU budget or the EDF, in order to finance:

- Either an action intended to help achieve an objective forming part of a European Union policy;
- Or the functioning of a body which pursues an aim of general European interest or has an objective forming part of a European Union policy.

In other words, it is a payment of a non-commercial nature by the Contracting Authority to a specific beneficiary to implement an action intended to help achieve an objective forming part of a European Union policy.

In certain cases the grant may also finance the operation of a body which pursues an aim of general European interest or has an objective forming part of a European Union policy.

A body pursuing an aim of general European interest is: a European body involved in education, training, information, innovation or research and study on European policies, any activities contributing to the promotion of citizenship or human rights, or a European standards body; or a European network representing non-profit bodies active in the Member States or in the candidate countries and promoting principles and policies consistent with the objectives of the Treaties.

The body signing a grant contract is known as the grant beneficiary and should not be confused with the final beneficiary of the operation nor with the target group.

To be awarded this assistance, you have to respect some rules:

- The project is always an answer to a call elaborated by the Implementing Body (there is no direct allocation without a request).
- The project has to be presented on the official application form.
- Objectives, activities and expenses must be eligible (see below).

We will come back to these issues all along this text.

(4) From now we shall only talk about IPA Component IV

→ 1-6 NOTE ON VOCABULARY

There is a glossary at the end of the manual. But we want to underline here some very frequent words already used in the IPA programme.

The **programme** means the Operational Programme for Human Resources Development.

Assistance is the common word to designate the IPA allocation: a project is given IPA assistance.

An applicant is an organisation submitting a project.

Final beneficiaries: body or firm, whether public or private, responsible for initiating or initiating and implementing operations. In the context of aid schemes, final beneficiaries are public or private firms carrying out an individual project and receiving public aid.

Target groups: the groups/entities who will be directly positively affected by the project at the Project Purpose level.

II-ELABORATING THE PROJECT

This section is designed to help you to elaborate the different steps of a project which means:

- *To identify the problem your project attempts to solve (diagnosis)*
- *To set up the objectives of your project*
- *To define the activities which will be carried out*
- *To define the methodology you will use and the role of the team*
- *To set up the indicators*

→ 1- WHAT IS A PROJECT?⁽⁵⁾

IPA and all European programmes in general are based on a project approach. To obtain assistance from IPA, you will be obliged to design and submit a project.

Two major phases must be distinguished when carrying out a project:

- The elaboration of the project which is described in part I.
- The management of a the project which starts after the project is accepted and the contract signed and is described in part II.

An IPA project is first of all a project. Its characteristics can be found in all types of programmes⁽⁶⁾.

“A project is a series of activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget”⁽⁷⁾

A project is a one-time, multitask job that has:

- Clearly defined starting and ending dates.
- A specific scope of work to be performed.
- A budget.
- A specified level of performance to be achieved.

Three key elements of the definition must be underlined:

- A project is temporary.
- A project is the result of a multi-task job that performs something specific (i.e. a goal).
- It is thus progressively elaborated.

→ 2- WHAT IS AN IPA PROJECT ?

As we can see from the definition, there are thousands of types of projects which can be elaborated such as building a bridge, a waste water plant, a school etc. Implementing the reform of the public administration is also a project.

In the field of IPA, and specifically here in the field of IPA IV, a project can only address a priority and a measure of the Operational Programme as set up in the call for proposal.

Which means it can only concern human resources and, within this area, matters concerning employment, education and training.

This is of utmost importance: even if you have a perfect project, if it does not address one priority and one measure of the OP, it will be INELIGIBLE.

Thus, check well before starting that your organisation is already working in this field and read carefully the eligibility conditions:

If yes, you can go on reading this manual...

If no, give up immediately!

Don't immediately start your project with the application form ! The application form is a tool to present the project. It should be filled in when the project is completely designed !

The application form is a tool to present your project, not to build it. But of course it reflects the different stages of a project which are explained here.

Start on a draft paper.

A project is always a collective task implying many stakeholders. Do not elaborate the project alone but do it with colleagues and partners who will play a role in it.

If you are asked to build a project for somebody else, insist that they regularly participate in all stages of its elaboration.

→ 3- THE STEPS OF THE ELABORATION OF A PROJECT

Step 1: Identifying the problem to be addressed by the project/establishing the diagnosis

A project is implemented to address a problem. And the money will be allocated to solve this problem. Thus, the first task is to identify the problem and establish the diagnosis.

This is the first and inevitable stage of project development.

In general, the project must be relevant for society and contribute to achievements of the Programme. The projects must also address an identified need. For instance a lack of training offer, of guidance scheme, a certain type of institution, such as a sectoral observatory etc.

What does “identifying the problem” mean? It implies:

■ **Analysing** the existing situation which the project is going to improve (what are the causes-e.g. lack of good skills – and what are the effects of this situation-e.g. high unemployment rates):

- What are the problems in your specific region? Are you in a rural area? A declining industrial town? Or
- What is the problem of the young people? Are there a lot of drop outs? Lack in the training offer? etc. Or
- What are the problems of this specific enterprise? Requalification of the employees?

■ **Collecting** all information and data which are relevant and available (like studies, analysis, legislation, results of previous projects, statistics, etc.):

- Give figures to help to understand the size of the problem: how many employees in this enterprise? Out of which how many could be concerned by the project? What is their level of qualification?
- How many drop outs...

■ **Assessing** potential duplication and complementarity with ongoing or concluded projects:

- Are there some other projects of this type already underway?

(5) See annex 1 for discussion on the definition of a project

(6) This means that this part of the manual can also be used for ESF in the future with some amendments

(7) European Commission, EuropAid Coordination office : Project cycle management, March 2004.

Available on the web site : www.europa.eu.int/comm/europeaid



■ **Analysing** the strengths, weaknesses, opportunities and threats (SWOT analysis).

■ **Checking** if it is relevant to the Programme you want to join.

- Is your action potentially eligible in a programme?
- Is the target group eligible?

■ **Identifying** the opportunities: it can be the existence of a financial tool (IPA), a demand from a municipality, from an enterprise. Check against the applicant's guide or against the HRD OP for IPA if what you are doing fits the programme !

In the end, remember that only a limited number of problems or opportunities can be addressed. Too many problems addressed in one project make the project hard to manage and difficult to reach the objectives of the project.

Example

The research made by a regional tourism organisation in cooperation with the XY company showed that the Region XXX has a good potential for tourism due to outstanding natural resources and already existing infrastructure for recreation tourism. However, the common problem of the area is that existing worker's skills are insufficient to provide modern services to tourism and enterprises do not find sufficient and properly trained workers who could develop different leisure services for the tourist.

If your project is based on a previous project, show how your project:

- Will extend the work that has been previously done,
- Will avoid the mistakes and/or errors that have previously been made,
- Will serve to develop stronger collaboration between existing initiatives and programmes.

Example

This project is based on the project xxx implemented in 2006 on the same subject and which had the following results... Thus it is new but it will help:

- To increase the number of participants
- To refine the methodology
- To improve the material, etc.

Step 2: Defining the target group

The target group is the group for which the project is designed. The target group must be the group on which the Guidelines for grant applicants focused such as:

- Women (employed or unemployed according to the Guidelines for grant applicants).
- Disabled students.
- Unemployed.
- Young drop outs.

They will directly benefit from the project even if they will not receive any direct payment.

In all cases, you will have to respect this issue. **YOU CANNOT** change the target group after you are selected. Even if you have difficulties in recruiting them.

Example

The project is for 60 women unemployed for more than 1 year.

Step 3: Setting the objectives

When the problem is well identified, you can set the objectives. Through this exercise, you will transform the problem identified in the diagnosis into possible solutions which will help to solve it.

The purpose of the elaboration of objectives is to present the desired future situation the project would like to achieve.

What is an objective? It is a means to identify what we want to do. It identifies a short or long-term measurable step within a designated period of time. The objective is set to achieve a goal.

We can distinguish two main types of objectives:

- General objective (sometimes called an overall objective),
- Specific objectives.

■ **The general objective**, which describes your project's broad and long-term objective in the wider policy context.

It gives the answer to the question "Why is the project important? The overall objective states the overall development aim towards which your more specific project purpose should contribute.

Overall objectives commonly begin with the following wording: "To make a contribution to..."

Important things to remember about the general objective are:

You cannot achieve the general objective or goal on your own as a project organisation. Your project will make a contribution towards achieving it. You cannot reach and achieve all the broad general objectives of the programme but contribute in your area and the targeted group. You should specify how you will contribute to it.

The general objective or goal provides a benchmark against which the success of your project can be measured.

Example

The overall objective of the project is to contribute to the labour market integration of long term unemployed women in XXX region by improving the women's skills in 5 selected areas with high employment demand.⁽⁸⁾

The specific objective of the project is to improve vocational skills and to support re-entry into employment of 60 unemployed women with low educational attainment and prepare them to find a job in tourism, communication, health care, construction and social aid.

NB: What is a general objective in a project can become a specific objective in another one. All depends of the size of the programme.

Most of the time, the general objective is given by the call for proposals, and whole the call for proposals is designed to address the general objective.

When designing an objective, we are simply transforming the causes (e.g. lack of skills) and effects (e.g. high unemployment rates) of an existing situation into solutions or improvements (e.g. increase access to jobs for long-term unemployed persons) the project would like to achieve.

Example

If the key problem (existing negative situation) of the area to be covered by the project is that poor and low level quality of tourism oriented services do not attract a sufficient number of tourists, then the desired (positive) solution of this problem or specific objective of the project can be improved workers and employers skills oriented to services to tourism and promotion of tourism in the region in order to become more attractive for and known by potential tourists. If the (negative) effect of the identified key problem is low quality of services for tourism in the area, then the desired end situation of the project's specific objective in the long-term is increased quality of services for recreation tourism.

Negative situation (diagnosis/ problem)	Positive situation (objectives)
• Poor and low level quality of tourism-oriented services do not attract a sufficient number of tourists.	• Improving workers and employers skills oriented to services to tourism.
• Low quality of services for tourism in the area.	Increased quality of services for tourism.

(8) The overall Programme objective stated that the programme was aimed to integrate long term unemployed women improving their professional skills.

■ **The specific objective** is usually something that your project should be able to achieve through the project. It is an outcome that should be possible in the time specified, and it is the strategy the organisation and the project believe will address a particular problem in a particular area, making a contribution to achieving the overall objective or goal. Remember a good specific objective usually states:

- What you want to achieve (your ends);
- How you want to achieve it (your means);
- Who the final beneficiaries will be.

The more specific the project's objective is, the easier it will be to design a process for achieving it.

Here are some non-examples of poorly written objectives:

- The trainees will learn to be good teachers.

Reason: This objective is hard to measure.

- The trainees will learn a lot about the Multi-strategy method.

Reason: This objective is too general.

A training objective is the specific knowledge, skills, or attitudes that the trainees are to gain as a result of the training activity. An objective is usually measurable.

Examples of well-written specific objectives:

■ By the end of the training course, the trainees will do the following:

- Elaborate a simple/complex EXCEL sheet;
- Write a short / long text in English;
- Use the Project cycle management tool.

■ By the end of the training, the trainees will write and edit two stories in English.

An objective is always defined in action verbs: examples:

- The objective is to give a qualification to x young men;
- The objective is to set up a network;
- The objective is to elaborate pedagogical tools...

Remember your specific objective forms the basis for the activities of your project and will also serve as the basis for the evaluation of your project.

Normally, there should be only one specific objective for each project but you may formulate a number of sub-objectives: **but these should not be more than three**. Overall and specific objectives should be clearly inter-related: if they are not the evaluator will score your project lower.

IN SUMMARY

The objectives help you to clarify your goal and your strategy for contributing to that goal.

The objectives provide a framework for the design of the project process.

Remember: your objectives immediately give:

- Key information to the person reading your project;
- Whether or not the project fits within the priorities of the Programme;
- How clear you are about what you are trying to achieve;
- Whether or not you are realistic and, if so;
- Whether or not the project is likely to have a useful impact.

All the other elements of your project will be measured against them.

BEWARE! Check that there is a **logical connection** between the objectives. If not, revise the statements or add new ones; the objectives **MUST** help to solve the problem. So, they **MUST** be linked to the analysis of the situation.

All the objectives cannot probably all be achieved in only one project. You will have to select the most relevant and feasible.

MISTAKES TO AVOID

- The overall objective of the project is not in line with the objective of the Programme.
- The project's specific objective is unclear which makes it impossible for the evaluator to check for compliance between the objectives of the proposed project and those of the Programme.
- Lack of coherence between the project objectives and the identified needs and problems.
- The project's specific objective is unrealistic and not achievable during the lifetime of the project.
- The project's specific objectives are formulated as activities (a very common mistake in the formulation of specific objectives).

Be careful not to confuse objectives and activities!

Examples

Carrying out a study: **this is not an objective but an activity. What is the objective behind this activity? What do you want to solve in carrying out a study?**

Same thing for study visit, here too it is not an objective but an activity. **Why do you undertake a study visit? Why is it needed?**

In both cases, the objective behind must be elaborated.

■ Thus always **check** if your objectives are real objectives or if they are activities carried out to achieve an objective.

In the case of a study for example, the objective could be: improve knowledge of a sector, or a specific group or a specific issue.

Step 4: Defining the indicators

To give consistency to your project, you will be obliged to give indicators. Do not underestimate this point and take time to establish them.

An indicator is really just a long way of saying "how much" or "how many" or "to what extent" or "what size." **Indicators are ways to measure.** Measuring isn't new. We all measure all the time.

Indicators provide the basis for measuring the performance of the project and great care should be taken when these are being developed. They should be measurable (at an acceptable cost) and be within the capacity of the project-implementing organisation.

The indicators are also set up to provide information to both the project implementers and the Contracting Authority.

They are a key element to evaluate the project. They show the extent to which the project's overall and specific objectives have been achieved.

Indicators have to be SMART:

Identified specifically for each objective and result separately and independently:

- **Specific** to the project;
- **Measurable** in terms of quantity and quality; (how much ? how many?);
- **Available** at an acceptable cost and time; (where can you obtain it? Can you have them quickly?);
- **Relevant** to the information which is needed for measuring the progress;
- **Time-bound** so that it is obvious when during the lifetime of the project the objective is going to be achieved.

We can distinguish:

Context indicators

The indicators given in your analysis of the problem are called "context indicators" and show in which context your project will be implemented.



They can be financial indicators ex: the municipality invested x million Kunas for this project.

They can be realisation indicators:

Example

The number of young unemployed in the region according to the Croatian Employment agency is...

The level of qualification of the employees of the mechanical industry according the mechanical confederation is...

The unemployment of high-level graduate students according to the Ministry of Science, Education and Sports is...

Input indicators: examples

- Number of people concerned;
- Number of people who will attend the project (distinguish men and women);
- Age;
- Status (employed, unemployed, long term unemployed);
- Level of qualification/education.

Output or outcome indicators: examples

- Real number of people who participate in the project;
- Number of participants who succeed the exam, or achieve the qualification;
- Status by the end of the project;
- Level of qualification by the end of the project.

Impact indicators

Who will be affected by the project in the end ?

The indicators can be given as financial indicators ex: the municipality invested x million Kunas for this project

They can be realisation indicators: 500 young dropouts have already been trained.

A number of indicators are already defined in the OP. They are made to evaluate the programme. Thus the indicators of your project will reflect the general indicators of the OP.

Do not promise the impossible by over-estimating your organisation's skills or capacity!

You will have to define the sources of verification of your indicators.

Concerning the general background of your objective (once you have defined the problem) they can be reports, statistics, surveys, observations and similar documents which are at the project manager's disposal.

For your specific project, the source of verification will be in the monthly reports, quarterly reports, minutes of steering committees, final report, your own statistics, reports from participants, target groups, etc.

Summary: types of indicators

Phases of the project	Type of indicators	Sources
Diagnosis	Context indicators	National and/or regional statistics National or regional surveys Thematic surveys Reports, etc.
Objectives	Impact indicators	Studies Statistics Evaluations
Activities	Output/ outcome indicators	Attendance lists of beneficiaries Programmes of training, seminars Evaluation report Reports on activities, etc.

Step 5: Defining the activities

The activities are the means through which you will implement your project. It is through the activities that you will achieve your objectives.

An activity describes what the project will do in order to deliver its intended objectives.

Only describe those activities that lead to concrete results.

FOCUS ON TYPE OF ACTIVITIES

The type of activities which can be implemented is wide. Below are the main categories of activities which can be identified. But the list is non-exhaustive.

Study and research (feasibility studies, qualitative studies, sectoral or thematic studies etc.).

- Seminars
- Study visits
- Training
- Training of trainers
- Elaboration of pedagogical material
 - Designing curricula
 - Manuals
 - Elaboration of news paths within vocational training, etc.
- Raising awareness
- Networking activities
- Elaborating training plans
- Accreditation of prior learning (elaboration of the material, coaching the participants, etc.)
- Etc.

The elaboration of each activity must be detailed and specific and must give an answer to the following questions:

- **What?** (Are you going to do);
- **How?** (Are you going to do it);
- **How many?** (Persons will be concerned by this activity);
- **Where?** (In a big town? In a rural area? In a lagging behind region?);
- **Who?** (Will perform it?);
- **How long?** (Will it last ? 1 week ? 10 weeks ?);
- **When?** (At the beginning of the action? In the middle? At the end? After another one? Before another one?).

Try to group the activities in categories instead of writing hundreds of activities. The example below shows the way in the same category (selection of participants) we can find different sub-activities (information, means, length etc).

Example of an Activity: Selection of training participants

The aim of this activity is to reach, recruit, and select those young men and women who are most in need of the project resources and are willing to accept the programme regarding its length (7 months) and the daily time commitment (9am-6pm, Monday through Friday) involved. All recruitment efforts are to be conducted without consideration of a participant's sex and ethnicity (or, on the contrary, if it is a project which address a specific target group, state it).

The information on the project training will be communicated by following means: public service announcements, media publications (3 local newspapers and cable TV have expressed willingness to publish information on project and training opportunities) and posters placed in poor suburbs of the town. Local community agencies and leaders will be approached for support for establishment of direct contacts with potential applicants. The publicity campaign will be carried for 30 days.

Sixty participants will be selected on the basis applications data and an interview discussion conducted by vocational guidance expert. Participants will be selected according to the following criteria:

- Participants must be between the ages of 18-24.
- They must have left high school and be unemployed.

- They must be very low income or come from very low-income families/remote region/deprived region.
- They should express an interest in learning about the construction trades.
- The selection process will be carried out in the first month of project implementation.
- The total experts time input will be 20 man-days.

Expected outputs and results:

- Transparent and adequate selection of 60 trainees; increasing public awareness on project objectives and EU contribution.

Example: Delivering the training

■ The training will last 7 months full time in the training centre + 1 month in a company.

■ In the centre participants will follow the programme attached in annex.

■ In the enterprise they will be given a mentor/tutor to follow them up.

■ The trainer will carry out at least one monitoring visit to the company.

Expected outputs and results: A total of 200 participants trained in one or more construction skills and a minimum of 80% of the trainees to have found work in the Construction sector within 6 months of completing the courses.

Your description of activities should be sufficiently detailed to allow evaluators and monitoring officers to understand exactly what you are intending to do and also to allow them to make an assessment of the costs you have allocated to each activity.

OBJECTIVES, ACTIVITIES AND RESULTS

There can be confusion between these three words:

A **result** is obtained at the end of an activity. It is an objective fact: a study, a new curriculum etc.

An **activity** is carried out to obtain a result: everything which is done to produce the study, the curriculum etc.

The activity is carried out in view to address the **objective**: improving knowledge.

The hierarchical and logical order is:

- 1) Definition of the objective
- 2) Definition of the activities
- 3) Definition of the results

Step 6: Setting up the methodology

Now that the objectives, the target groups and the activities are defined, you have to set up the way you are going to work.

This is what the methodology is about.

The methodology intends to answer the questions: **how are we going to do? The project through which method are we going to fulfil the project's objective?**

MAJOR MISTAKES OFTEN FOUND IN METHODOLOGY

- There is insufficient correspondence between the activities described and the project's expected results and objectives.
- The activities described do not obviously lead to the achievement of the project's results and objectives.
- The project method is not relevant to the target groups.

a) The team proposed for the implementation of the action

Do not forget to include the collaborative relationships your project will be developing with other groups or partner organisations.

You have to set up who will do what:

- Who will manage?
- Who will train?

- Who will evaluate?
- Who will coordinate, and how?
- Do you intend to have a monitoring committee? A steering committee? What will be its role? What will be its composition?

The team which will implement the action is a key issue and is a part of the methodology.

Who will do what? When?

Example of description of a team

The Project will employ three full-time and three part-time staff.

Project Co-ordinator (full time) - Responsible for overseeing project development and operation, establishing and maintaining links with local government agencies, and budget. (In the same way explain all the other full time positions in the project).

Centre Coordinator (25% of the time) - Responsible for establishing the Community Centre, developing working relationships with formal and informal community leaders, establishing links to community women's organizations, and scheduling of Centre programmes (Explain all the other part time positions in the project).

b) Duration and Action Plan

The duration of the project is the one indicated in the guidelines for grant applicants.

The action plan can be set out in a table as below.

The indicative Action plan should **not** mention real dates, but can simply show "month 1", "month 2", etc. In preparing the Action Plan, be realistic and leave sufficient time for the implementation of activities included in the action plan. The Action Plan should **not** include detailed descriptions of activities, just their title.

The Action Plan can be drawn up using the following format:

Activity Month	Year 1												Responsible body or person
	Semester 1						Semester 2						
	1	2	3	4	5	6	7	8	9	10	11	12	
Activity 1. Establishment of a project office and management monitoring systems													
Activity 2. Recruitment and selection trainees													
Activity 3. Training													
Etc													

It is important to remember that, when you are scheduling the project activities, do not schedule activities that require large amounts of funding in the early months of project implementation (unless your organisation has access to an appropriate amount of funds of its own). This is because most projects require to be "phased up" over a period of time and it's not very realistic to expect a new project to be able to be up and operating (and spending large amounts of money) during the very early months of operation. Even though you will receive an



advance payment of your projected first year expenditure, do not expect to receive this on the day following the signing of the Contract (You will commonly have to wait for at least 4-6 weeks for this payment to be made into your bank account).

Also take into account that the purchase of equipment or external services or works above 10 000 Euros will require a procurement procedure that normally takes at least 2 months.

So do not plan activities that will require the use of equipment or sub-contracted services in the early stages of the project implementation period.

c) Building the project partnership

An appropriate and strong project partnership is of vital importance for the success and sustainability of the project. A project partnership is composed of different organisations which are directly connected with the project and have long-term interests in a common achievement of the project's objectives.

The project partnership is led by the organisation which has either initiated the project idea and/or been chosen by the partners involved as the most appropriate to manage (financially and operationally) the whole project. During the project preparation and submission of the project this organisation acts as the **applicant**.

When and how to identify an appropriate partner?

The main project partners have to be identified at the very beginning and actively involved in project development. However, the preparation of the project activities schedule might reveal the need to include additional partners with specific knowledge or a strategically important position needed for undertaking the activities you have planned.

It is necessary to involve as partners only those organisations which are eligible (according to the call for proposals!) and committed to the project, have relevant knowledge and experiences and, in case they provide their own co-financing and/or receive a grant/subsidy through the applicant, are financially capable to participate in the project. Having experienced partners can be also an advantage for applicants without much experience.

Clarify the level of involvement and activity of other organisations (partners or others) in the action.

Remember that: partnerships (an important project resource) are considered very favourably. However, do not be tempted to include "fake" partnerships. Take care to have partners which are really relevant to the project!

Identify the role of each partner: they must have a distinct role in project implementation and there should be a good justification for their involvement. Try to avoid including partners who lack experience from previous projects/activities relevant to the areas of the project you are proposing. Ensure as far as possible that the mission statement and activities of each partner organisation is as close as possible to the project's stated objectives.

Outline the responsibilities and activities and of each project partner. Also describe project management activities and the involvement of the partners in project management.

If you will be using a Steering Committee (Advisory Committee) to assist in the management of your project, this is a good place to describe how it will be organised and who will be included. A Steering Committee can be very helpful to you and your project and you can sometimes enlist the support of a variety of other agencies/organisations by placing a representative of these agencies/organisations on your Steering Committee. That will reassure them about their role to control and follow up project implementation so that it goes in the "right" direction.

d) Difference between partner, associate and sub-contractor

The Applicant is the organisation that submits the project and if the project is successful, it is the applicant organisation that will sign the contract with the Implementing Agency.

The partners

In the majority of projects, several organisations co-operate in the implementation of the project. These organisations are called project partners. In the case of a project with more than one organisation, one of the project partners has to be selected as a lead Applicant. Partners are organisations that have equal rights and obligations within the project. They are responsible for the implementation of project activities and for the proper project management. The Project Partners can draw funds from the project funds for covering their project costs.

An Associate is an organisation / entity that is external to the project organisation and which provides financial or other type of support to the project. An Associate may be a private company that, for example, provides premises free of charge for conducting training or a NGO, which is not included in the project as partner but gives support for facilitating contacts with part of the target group or municipal agency. Associates cannot be paid from the project budget for their services.

A Sub-contractor is also an organisation/company that is external to the project (neither partner nor associate), which is a supplier of goods and services to the project. Suppliers are selected by means of a competitive bidding procedure after the start of the project. The names of the suppliers of these services should not be included in the project application.

MISTAKES IN PARTNER SELECTION AND ROLES

- Partners do not meet the eligibility criteria specified in the Guidelines for applicants ;
- Partners are confused with sub-contractors and/or associates;
- Lack of experience of the partners in previous similar projects and /or activities;
- Mission and activities of the partner differ substantially from the stated objectives of the project and this detracts from the feasibility of the partnership;
- Partners' responsibilities are not clearly defined;
- The partnership is "fake". Although partners are included, their role is negligible and/or their participation is not well justified.

e) The question of the relevance and internal coherence

As you can see, a project is a whole. Each part is linked. Thus, it is of utmost importance that every element is in coherence with the others. They are often not!

Thus, you must check:

I) The relevance of the action

The action/project must be relevant:

- To the overall objectives of the Guidelines for applicants and to its priorities;
- To analysis of the situation (the problem).

The question here is: are you sure that this action will help to solve the problems you identified?

II) The relevance of the objectives

It is absolutely imperative that the overall and specific objectives of your project are in compliance with the overall and specific objectives and priorities of the Guidelines for applicants AND with the analysis of the problem.

In this part you should clearly explain how your project contributes to the objectives of the Guidelines for applicants. You should not simply copy or reproduce some of the overall objectives provided by the Guidelines for applicants and call for proposals , but adapt it to your project aims showing how your particular proposal, in a particular geographical area and addressing a particular target group, is going to contribute (of course partly!) to the achievement of the overall objectives of the Guidelines for applicants.

III) Relevance of the activities

- Are they in line/relevant to objectives?
- Will they help to achieve the objectives?
- Are they in line with the target group?
- Are they in line with the span of time of the project?

IV) Relevance of the partnership

- Is this partnership able to carry out the project?
- Is it experienced in the field of the project?

If the target group is “Unemployed women” you have to check that there are only women in the group and prove that they are unemployed.

Before jumping to the next section, let’s summarise here.

	Specific objectives	Target groups (Indicators)	Activities	Methodology
General Objective	1		1	Who?
			2	When?
			3	How ?
	2		1	Who?
			2	When?
			3	How ?
	3		1	Who?
			2	When?
			3	How ?

By the end of your work on elaborating the project, you should be able to summarise it in a table like the following.

Imagine that you have to present your project to a jury. Use this table. You will immediately see what is not working!

→ 4- AN IMPORTANT ISSUE: ELIGIBILITY

FOCUS ON ELIGIBILITY

Eligibility is a key issue for an IPA project. All eligibility rules must be respected. If not, the project will be rejected.

Eligibility is examined under 5 points:

- Eligibility of the applicant
- Eligibility of the action/activity
- Eligibility of the target group
- Eligibility of expenses/costs
- Obligation of the co-financing by national funds (IPA allocation will amount to a maximum of 85% of the total eligible costs).

III-ELABORATING THE BUDGET

This section is designed to help you elaborate the budget of the project. It is based on the template budget for action linked to the call for proposal (PRAG Budget).

→ 1- GENERAL RULES FOR THE BUDGET

- All costs must be **eligible costs** (see list below);
- All costs must be justified;
- All costs must be **related to the project** (don’t use the IPA assistance for anything else!);
- Respect the maximum and minimum grant amounts (given in the guidelines for applicants);
- Respect the co-financing rules (maximum 85% IPA, 15% national source).

→ 2- HOW WILL YOUR PROJECT BE FUNDED?

Your project can be funded through different sources:

- IPA, up to a maximum 85% of the eligible costs;
- Other EU sources;
- Funding from other organisations’ sources;
- Your own organisation’s funds.

Under IPA, in-kind contributions (the use of your organisation’s own equipment, premises, voluntary labour, etc.) are not eligible costs and they may not be treated as co-financing by the applicant or partners.

The budget must be prepared using the standard format given with the application form (see below). The template is given in an Excel format. **Do not change the budget format.**

In order to develop the budget for the project you should, firstly,

- Determine the quantities of all inputs required to implement each activity. (Before formulating the budget you should have completed the section “Detailed description of Activities” of the application form).
- Determine unit prices on the basis of market enquiries. Be sure and do some research on the actual cost of the services you specify. Armed

with this information you are now in a position to formulate the budget for the project. However, please be sure that you have included all inputs that are necessary for carrying out all of the activities listed in the section where you described the activities.

BEWARE!

If in the implementation stage your costs prove to be higher than in the approved budget, you or partner organisations will have to cover the costs. It is impossible to increase the amount of the project grant after the signature of the contract.

Maximum and minimum grant amounts: Check if there is any in the applicant’s guide. Respect them!

The budget headings

The budget is divided into two parts: expenses and resources.

Expenses are divided like this:

- Human resources/Staff;
- Travel;
- Equipment and supplies;
- Local office;
- Other costs, services;
- Administrative costs.

The project costs should be properly fitted in these budget headings.

Do not create new ones.

After the contract signing there is a small possibility to reallocate budget costs between budget headings (i.e. to move costs from budget heading “Equipment and supplies” to the budget heading “Local office” project costs.

According to the change, you will have to design an addendum or a side letter. Ask information and templates to the IB if it is the case.



→ 3- GENERAL RECOMMENDATIONS ON BUDGET FORMULATION

The budget must cover all the eligible costs of the project (action), not just that which will be covered by IPA. This is because the Implementing Body finances a specific percentage of the total eligible costs rather than a particular part of the project, so there is no need to divide up each budget heading according to the source of the funding;

Costs should be budgeted in the currency allowed by the Guidelines for applicants;

The breakdown of the costs should be sufficiently detailed to allow the evaluator to make an accurate assessment of the costs;

For each budget line, information has to be provided on the quantities and unit prices. Lump sum allocations are not allowed (because it is not a real cost);

Unit prices should not exceed the normal market rates;

Budgeted quantities should be realistic and in line with project activities.

→ 4 - APPORTIONMENT RULE

FOCUS ON THE APPORTIONMENT RULE

All the costs of an organisation can not be taken into account in the project. IPA will not pay all the expenses of your organisation. Only the costs incurred by the project can be funded.

This means that

- All salaries of personnel intervening can be used only for the activities of the project;
- The rent of the offices must be apportioned for the part of the project (if you use the organisation building for other projects, you must distinguish clearly the projects);
- Only the consumables related to the project can be counted;
- Only activities linked to the project can be counted: no studies or research which have no link with the project can be paid.

If it is an obligation to claim for administrative costs respecting an apportionment rule, the establishment of the rule is your responsibility.

The apportionment rule must be written and respected all along the life of a project. It can be asked by the Implementing Body or for controls.

Why should we apportion?

IPA's aim is not to support an organisation but a project. Thus, only the expenses related to the project can be reimbursed.

What are the expenses which have to be apportioned?

1) All indirect costs

- Premises;
- Electricity and water;
- Telephone and fax;
- Rent and leasing of buildings;
- Building maintenance and building insurance.

2) Staff time

Apportionment of staff time for trainers and non-teaching staff including administration, finance, supervisory and management staff must be based on the actual time spent on the IPA project. Where staff are involved in the project only for part of their working time, they must complete timesheets throughout the project's life showing the split of their time between the specific IPA project and other activities. The record sheets must be signed by the staff member and countersigned by the supervisor or project manager to confirm accuracy.

Beneficiary Hours Apportionment

This calculation must be used when you have to apportion some costs between two or more projects, e.g. the costs of an outside evaluator. If your organisation deals solely with training, you can use the beneficiary hours apportionment for overheads and other shared costs. It is also the best method to use if you have IPA eligible and non- IPA eli-

gible beneficiaries on the same training course. All factors including number of beneficiaries and course duration must be taken into account when apportionment is based on beneficiary hours

Course Duration Apportionment

This method applies only to an organisation which concentrates all of its resources on one course for a specific period, or where the project is operated at its own separate venue with separable costs. For example, where an organisation runs an IPA project (full time, five days a week) for a specific number of weeks of the year and does no other work during that time, the overheads can be apportioned by using the number of IPA weeks divided by the 52 weeks in the year.

Apportionment of Shared Accommodation

This method must be used when apportioning rent and leasing of buildings, business rates, heat and light, cleaning, building maintenance and building insurance. It must be used when you share accommodation with non-IPA projects. Establish the total area of the organisation's accommodation and the area occupied by the IPA project. Divide the area occupied by the project by the total area and use that apportionment to charge the relevant costs to the IPA project.

When the life span of the project is less than one year and/or not full time it will be necessary to apportion the costs taking into account the number of weeks and hours per week that the area will be used.

Common errors when apportioning costs

- Basing hourly overhead costs on time-tabled hours rather than actual training hours;
- Allocating budget overheads instead of the actual costs you have incurred;
- Using theoretical charges for certain overheads (for example 15% administration charge);
- Including items in the overhead which are not eligible; and
- Using theoretical rent or rates instead of actual payments.

Apportionment Based on Actual Recorded Usage

Where the grant beneficiary feels that the other methods of apportionment described above would not accurately account for the usage of certain resources by the project, e.g. telephone, photocopier, the apportionment should be based on actual recorded usage. In the case of the telephone, the grant beneficiary could arrange for itemized billing, or have a dedicated line installed. Where the photocopier does not record number of copies per person or department then a manual record system must be maintained.



→ 5 - THE ELIGIBLE COSTS

FOCUS ON ELIGIBLE COSTS

The eligible costs are set out in article 14 of the “general conditions”⁽⁹⁾. We list them all here:

Eligible costs are costs actually incurred by the beneficiary of this grant which meet all the following criteria:

- a) They are incurred during the implementation of the action with the exception of costs relating to final reports, expenditure verification and evaluation of the action, whatever the time of actual disbursement by the Beneficiary and/or its partners;
- b) Must be indicated in the estimated overall budget of the action;
- c) Must be necessary for the implementation of the action which is the subject of the grant.
- d) **They are identifiable and verifiable**, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the usual cost accounting practices of the beneficiary,
- e) Must be reasonable, justified and comply with the requirements of sound financial management, in particular regarding economy and efficiency.

Subject to the above, the following direct costs of the Beneficiary and its partners shall be eligible:

- The cost of staff assigned to the Action, corresponding to actual gross salaries including social security charges and other remuneration-related costs; salaries and costs must not exceed those normally borne by the Beneficiary or its partners, as the case may be, unless it is justified by showing that it is essential to carry out the action;
- Travel and subsistence costs for staff and other persons taking part in the Action, provided they do not exceed those normally borne by the Beneficiary or its partners, as the case may be. Any flat-rate reimbursement of the subsistence costs must not exceed the rates set out in Annex III, which correspond to the scales published by the European Commission at the time of signing this contract;
- Purchase or rental costs for equipment and supplies (new or used) specifically for the purposes of the Action, and costs of services, provided they correspond to market rates;
- Costs of consumables;
- Subcontracting expenditure;
- Costs deriving directly from the requirements of the Contract (dissemination of information, evaluation specific to the Action, audits, translation, reproduction, insurance, etc.) including financial service costs (in particular the cost of transfers and financial guarantees).

A contingency reserve not exceeding 5 % of the direct eligible costs may be included in the Budget of the Action. It can be used only with the prior written authorisation of the IB.

A fixed percentage not exceeding 7% of the total amount of direct eligible costs of the Action may be claimed as indirect costs to cover the administrative overheads incurred by the Beneficiary for the Action, save where the Beneficiary is in receipt of an operating grant financed from the Communities’ budget. The flat-rate funding in respect of indirect costs does not need to be supported by accounting documents.

Indirect costs are eligible provided that they do not include costs assigned to another heading of the budget of this Contract.

This Article 14.4 does not apply in the case of an operating grant.



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Any in-kind contributions, which must be listed separately in Annex III, do not represent actual expenditure and are not eligible costs. Unless otherwise specified in the Special Conditions, the in-kind contributions may not be treated as co-financing by the Beneficiary. The cost of staff assigned to the Action is not a contribution in kind and may be considered as co-financing in the Budget of the Action when paid by the Beneficiary or its partners.

Notwithstanding to the above, if the Description of the Action foresees the contributions in kind, such contributions have to be provided.

The following costs shall not be considered eligible:

- Debts and provisions for losses or debts;
- Interest owed;
- Items already financed in another framework;
- Purchases of land or buildings, except where necessary for the direct implementation of the Action, in which case ownership must be transferred to the final beneficiaries and/or local partners, at the latest at the end of the Action;
- Currency exchange losses;
- Taxes, including VAT, unless the Beneficiary (or, where applicable, its partners); can show it cannot reclaim and the applicable regulations authorise coverage of taxes;
- Credits to third parties.

BEAR IN MIND

All costs must be identifiable, verifiable and justified. This means that you can explain how they have been calculated.

An expense which is not eligible will be rejected and not reimbursed. Not all expenses are eligible!

In general, and this must be kept in mind as a general principle: any expenditure that does not clearly relate to the project; and any expenditure which is not supported by written source will be ineligible.

All costs which are not backed by originals of supporting evidence (invoices, tickets, attendance lists etc.) will also be considered as ineligible.

(9) Annex II of the General Conditions applicable to European Community-financed grant contracts for external actions (E3h_2).



→ 6- TEMPLATE FOR THE BUDGET

Annex III. Budget for the Action

Costs	All years				Year 1			
	Unit	Number of units	Unit rate (in EUR)	Costs (in EUR)	Unit	Number of units	Unit rate (in EUR)	Costs (in EUR)
1. Human Resources								
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)								
1.1.1 Technical	Per month				Per month			
1.1.2 Administrative/ support staff	Per month				Per month			
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)	Per month				Per month			
1.3 Per diems for missions/travel	Per diem				Per diem			
1.3.1 Abroad (staff assigned to the Action)	Per diem				Per diem			
1.3.2 Local (staff assigned to the Action)	Per diem				Per diem			
1.3.3 Seminar/conference participants								
Subtotal Human Resources								
2. Travel								
2.1. International travel	Per flight				Per flight			
2.2 Local transportation	Per month				Per month			
Subtotal Travel								
3. Equipment and supplies								
3.1 Purchase or rent of vehicles	Per vehicle				Per vehicle			
3.2 Furniture, computer equipment								
3.3 Machines, tools...								
3.4 Spare parts/equipment for machines, tools								
3.5 Other (please specify)								
Subtotal Equipment and supplies								
4. Local office								
4.1 Vehicle costs	Per month				Per month			
4.2 Office rent	Per month				Per month			
4.3 Consumables - office supplies	Per month							
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month				Per month			
Subtotal Local office								
5. Other costs, services								
5.1 Publications								
5.2 Studies, research								
5.3 Expenditure verification								
5.4 Evaluation costs								
5.5 Translation, interpreters								
5.6 Financial services (bank guarantee costs etc.)								
5.7 Costs of conferences/seminars								
5.8. Visibility action								
Subtotal Other costs, services								
Expenses	All years				Year 12			
	Unit	Number of units	Unit rate (in EUR)	Costs (in EUR)	Unit	Number of units	Unit rate (in EUR)	Costs (in EUR)
6. Other								
Subtotal Other								
7. Subtotal direct eligible costs of the Action (1-6)								
8. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)								
9. Total direct eligible costs of the Action (7+ 8)								
10. Administrative costs (maximum 7% of 9, total direct eligible costs of the Action)								
11. Total eligible costs (9+10)								

IV- WRITING YOUR PROPOSAL

Objective of this section.

This section is to help you to switch from your draft version to the application form.

Your project is designed now, you have a clear idea of what you want to do and how you will do it.

Thus now, you can write the application.

A proposal is always written on an application form which will guide you.

REMEMBER: Your proposal must be written in English⁽¹⁰⁾.

Be aware that you have no opportunity to explain your project in front of an assessor. It will be judged only on the written proposal. If you forget something, it will be too late!

→ 1- BASIC PRINCIPLES TO START WRITING

The project is not written for you and for your purposes. The project is written to be read by an evaluator and selected by an evaluation committee.

The application form is a tool to convince the evaluators:

- That the project is relevant to the Guidelines for applicants;
- That your project has a high priority;
- To make them feel confident in your ability to use the funds wisely;
- That you know how to set up and run a project, etc.

The chief purpose of your application therefore has to be persuasion, not only description.

Remember: you write to be read!

This should tell you that you must be:

- Persuasive (by the excellence of your analysis of the problem);
- Technically detailed and correct. (See all part 1!);
- Financially efficient;
- Precise and clear.

Try to be careful in your use of language. Write for the non-technical reader and in short sentences. It can very helpful to have a friend, outside of your area of focus/expertise, to read your text to make sure that the language is readable and minimizes the use of:

- Jargon;
- Abbreviations;
- Colloquial expressions;
- Redundant phrases;
- Confusing language.

The first time you use an acronym, write out what it stands for and put the acronym in brackets. After that you can use the acronym.

Make sure all your references in the application form are correct.

The proposal is judged on technical content, financial efficiency and presentation, not volume.

■ Type the proposal.

■ Write, organise and present your project in the order listed in the application and guidelines provided by the programme.

■ **Do not attempt to modify the application form** – your project will be rejected on the grounds of administrative compliance.

■ Ensure that the application form and supporting documents are bound securely using an appropriate binding system and **are in the correct order** – especially copies of the original. [Plastic spirals are the preferred system, as the document will lie open when being read by the evaluator(s)].

■ Make sure that each bound document has a contents list and page numbers as this makes it easy for the evaluator to navigate easily around your document.

The front cover(s) should look professional and neat. However, do not waste time using fancy report covers, expensive binding, or other procedures that may send the wrong message to the Implementing Body.

REMEMBER: LITTLE THINGS THAT CAN MAKE THE DIFFERENCE

- Use a spell checker before submitting the proposal.
- Proofread carefully.
- Be sure to follow the directions given in the “Guidelines for applicants.” In particular, follow any specific requirements such as page limitations.

→ 2- THE APPLICATION FORM

The application form can be found on the following web site:
http://ec.europa.eu/europeaid/work/procedures/implementation/grants/index_en.htm

You will also find all the information related to PRAG.

Bear in mind that this application form is valid for ALL external aid of the EU. It is not specific to Croatia or to IPA IV. This is the reason why you can find a wide indicative list of regions in point 3.2.

A very important step in the project application process is the **careful reading of the guidelines for preparation and submission of project and background documents**.

Use the checklist, which is part of the application form and the grid for assessing the administrative compliance and eligibility as a starting point!

SPECIAL ATTENTION HAS TO BE PAID TO THE FOLLOWING

- Objectives and priorities of the call;
- Who may apply to the call;
- Which partners are eligible for cooperation;
- Which types of activities and costs are eligible;
- What is the amount of funds available and allowed duration of the project;
- What is the level of required co-financing;
- Which documents have to be submitted by the applicant and which by the partner;
- Which supporting documents have to be submitted referring to the type of your project.

The application form is composed of 2 parts: the concept note and the application form

THE APPLICATION FORM

Part A is the concept note which is a summary of the project

Part B is the full application form which comprises 7 sections:

- Section I: Description of the action
- Section II: Description of the applicant
- Section III: Partners involved in the project
- Section IV: Associates of the applicant
- Section V: A check list
- Section VI: Declaration by the applicant
- Section VII: Assessment grid

(10) After accession, and with ESF, all documentation and application forms will be in Croatian



In a restricted call for tender only the concept note must be submitted for evaluation.

If it is an open call for proposals, all documents must be submitted at the same time. Check on the call to be sure of the procedure.

Therefore, you must pay attention to the two types of documents. They are of equal importance.

a) Provide information about your organisation

You know better than anyone else your organisation, which means knowing your strengths and weaknesses.

Give all relevant information about the experience your organisation has in the implementation of projects in the past, similar or connected activities and initiatives to the ones proposed in your project idea. The experience of other partners will also have to be collected.

You should be able to present a credible track record in areas such as financial management, project impact, technical competence and general management ability.

b) Give your project a name

A project sometimes has a long life and many actors take part in it. Thus, having a name helps to remember it.

Your title should be brief, clear and interesting and unambiguous. Think of your title as a mini-abstract. A good title should paint a quick picture for the reader of the key idea(s) of your project.

The words you use in your title should clearly reflect the focus of your project. The most important words should come first, then the less important words.

Example:

Try to remove words from your title that really are not necessary for understanding. Title 1 below has too many words. Title 2 is just as clear but with fewer words.

Title 1 : The Systematic Development of a Local Initiative to Create a Learning Centre for the long Term Unemployed.

Title 2 : A Local Learning Centre for the Long Term Unemployed.

Try and use only a single sentence for your title. If the sentence is getting too long try removing some words. When all else fails try using a two-part title with the parts separated by a colon (use only as a last resort!). Do not attempt to use the title as an abstract of your entire proposal!

c) Show your capacity to manage

You will be asked to prove your capacity to manage your project. This can be done under two chapters:

• Technical capacity

You have to explain that you are a specialist of the subject, or the partnership has competencies, that you have records of the activity for which you are claiming, you have the right partnership.

What the evaluator wants to know here is that you are the right applicant for the right project.

Thus describe projects you have already implemented and give information on your staff.

• Financial capacity

You will perhaps be applying for a large budget. In this case, the Implementing Body will ask you to prove your capacity to manage such a grant. Thus show and prove here that you have already developed important projects, or have the skills, experience, and staff who developed such a project in another context or organisation.

Example of a description of capacity to manage and implement actions

Since 2000, the organisation has been providing training and supportive services to high school dropouts. 160 participants have already obtained full-time, un subsidised jobs, but actually, intense placement has not yet started due to this organisation's desire to

provide a full training cycle to as many of the participants as possible. By so doing, we believe that higher quality placements can be achieved. The training has included full participation in the gut rehabilitation of more than 100 units. This experience is being reinforced through related field trips, lectures, and demonstrations. Remedial education is improving the participants' job readiness by improving math and reading skills. Supportive services being provided include help obtaining day care, housing, medical and legal help, etc., as well as intensive work education and counselling.

As evidence of our ability to handle, manage and adequately account for financial resources we have appended a "Schedule of Financial Resources Managed by (the organisation) from 199X up today" in the 200X Audited Financial statement.

Add all relevant documents in annexes.

If you have **associates** involved in any way in the implementation of your project you should describe their role. It is also **strongly advised that you include a letter of commitment from your Associate's organisation** which confirms its intent to make the various contributions and/or perform the roles you have described above. Include this letter in the appendices section of your application under the heading of additional supporting information.

→ 3- THE CONCEPT NOTE

The concept note should "paint a picture" of the project. In terms of length it should be approximately 4 pages.

Be specific and concise. Do not go into detail on aspects of your project that are further clarified at a later point in your proposal.

Here are the elements which have to be given⁽¹¹⁾. As you will see, there is nothing new than what has been done during the elaboration of your project and described in part 1 of these guidelines.

1. Relevance of the Action

- Provide a general presentation and analysis of the problems and their interrelation at all levels.
- Identify clearly specific problems to be addressed by the action.
- Include a brief description of the target groups and final beneficiaries.
- Demonstrate the relevance of the proposal to the needs and constraints in general of the target country(ies) or region(s) and to the target groups/final beneficiary groups in particular.
- Demonstrate the relevance of the proposal to the objectives and priorities and requirements of the call for proposals (point 1.2 of in the Guidelines for grant applicants).

2. Description of the action and its effectiveness

Provide a description of the proposed action including, where relevant, background information that led to the presentation of this proposal. This should include:

- A description of the overall objective of the action, duration, expected results.
- A description of the proposed activities and their effectiveness.
- Involvement of any implementing partners, their role and relationship to the applicant, if applicable.
- Other possible stakeholders (national, local government, private sector, etc.), their anticipated role and/or potential attitudes towards the project.

3. Sustainability of the action

- Provide an initial risk analysis and possible contingency plans. This should include at least a list of risks associated with each main activity proposed accompanied by relevant corrective measures to mitigate such risks. A good risk analysis would include a range of risk types including physical, environmental, political, economic and social risks.

(11) Excerpt from PRAG

- Give the main preconditions and assumptions during and after the implementation phase.
- Explain how sustainability will be secured after completion of the action. This can include aspects of necessary measures and strategies built into the action, follow-up activities, ownership by target groups etc.

The best time to prepare the concept note is after you have completed the entire project design and development (and you understand all aspects of your project very well). The summary should be your last piece of writing but which is inserted at the top of your submission.

Try to keep in mind that someone will be reviewing your proposal and you would like to have this person be very positive about what you have written. The concept note will probably form a strong impression in the mind of the reviewer. Work on your concept note so that you can avoid giving this person the opportunity to say things like:

- Not an original idea.
- Problem is not important.
- Rationale is weak.
- Results are vague and uncertain.
- Does not have relevant experience.
- Is unfocussed.

PROJECT SUMMARY EXAMPLES

Example

The Project aims to promote social inclusion for young unemployed people in XXX region and their families by providing qualifications to re-enter the labour market. The Project is designed as a pilot scheme enabling 90 unemployed young people (over 18) to acquire initial vocational qualifications. A Centre for unemployed young people will be established, which will operate a “menu” approach to meet the individual needs of the beneficiaries. The Project will provide training courses with duration of up to 7 months full-time. These courses will be free and participants will receive a training allowance. Courses will be delivered by the project partners – vocational education centres - and will range from basic level IT courses to Graphics/Design, Leisure and Recreation, Craft and Design. It is expected that 70% of the participants will be in a position to find job and in the long run will be able to continue their education and training.

Example : a good project summary

The general objective of the project is to increase the quality of the skills of workers servicing the recreation tourism of XY area and thus contribute to the achievements of the Programme under the measure XX. The specific objective of the project is to improve current situation of bad and low quality services provided to tourism sector in the area and to increase the quality of services and promote the XY area as an ideal tourism destination. The project will result in 200 highly trained and qualified in tourism workers who will get a job (at least 75%) in the sector in the area and the establishment of a joint tourism promotion service. The main target groups are tourism organisations and their employees who will directly benefit from the project. The tourist who will visit the area will be indirectly benefiting from it.

Example: a bad project summary

The project will be implemented by organisation X in cooperation with the tourism organisation. The project will contribute to achieve the programme general and specific objectives.

The analysis showed that the tourism can be successful only if it offers good services in terms of well trained tourism workers. The project will promote the tourism offer.

Each organisation in the project will implement several activities in order to increase the income from tourism offer developed during the project.

COMPULSORY ATTACHMENTS TO THE APPLICATION FORM

It is absolutely essential that you attach the list of documents in the table below to your application. **Do not submit your application with missing documents.** It will result in your project being classed as administratively non-compliant and therefore rejected.

Among others, the following are requested:

- The Applicant’s Statutes or Articles of Association.
- The most recent annual report of the applicant organisation.

Some organisations, especially those recently established or who have been inactive do not produce annual report. If this is the situation with your organisation you should write at least a two-page report on your organisation’s mission, objectives, management structure, funding sources and activities carried out in the last year. This will generally be acceptable in lieu of an annual report.

- The most recent accounts of the applicant are annexed (profit and loss account and balance sheet for the last financial year for which the accounts have been closed).

Where the application is for a grant of more than € 500 000, an external audit report produced by an approved auditor is annexed, certifying the accounts for the last financial year available and stating to what extent, in the auditor’s opinion, the applicant has stable and sufficient sources of finance to maintain its activity throughout the period during which the action is being carried out and, where appropriate, to participate in its funding.

- The statutes or articles of association of all partners.
- CVs of project coordinator and of the other experts responsible for the key activities in the project, indicating their position (role) in the project.
- Curricula of the training courses proposed (where applicable) and their justification.
- A copy of tax registration (VAT registration if applicable).

The originals of the supporting documents are required or, failing this, photocopies certified by an approved independent agency and, where such documents are in a language other than the language(s) of the call, reliable translations are required to be annexed.

FINAL CHECK LIST

- Check all documents according to the proposed list
 - Check the number of copies and originals
 - Check all signatures
 - Check that annexes are complete



V-WHAT HAPPENS NEXT? THE SELECTION PROCESS

→ WHERE AND HOW TO SEND YOUR APPLICATION?

Information on where to send your application, how many copies and how to do so will be announced in the call. Generally, applications will be sent to the Implementing Body.

In general applications must be submitted in one original and 3 copies in A4 size, each bound. The complete application form (part A: concept note and part B: full application form). The budget must also be supplied in electronic format (CD-Rom) in a separate and unique file (e.g. the application form must not be split into several different files). The electronic format must contain exactly the same application as the paper version enclosed.

Where an applicant sends several different applications (if allowed to do so), each one has to be sent separately.

Applications sent by any other means (e.g. by fax or by e-mail) or delivered to other addresses will be rejected.

Applicants must verify that their application is complete using the checklist. Incomplete applications may be rejected.

The deadline for the submission of applications must be respected according to the call.

REMEMBER:

Any application submitted after the deadline will automatically be rejected.

Once this is done, the project is now out of your control. It enters the appraisal and selection process.



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→ WHAT WILL BE THE APPRAISAL PROCEDURE?

The entire evaluation procedure is described in the Guidelines for applicants.

Here is a reminder of the main points:

Applications will be examined and evaluated by the IB with the possible assistance of external assessors.

They will examine two main points:

- Eligibility criteria.
- Quality of the project.

This appraisal will be done in two phases:

- Evaluation of the concept note (it is the reason why it has to be carefully written).
- Evaluation of the full application.



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PART II: MANAGING THE PROJECT

Your project has been selected for IPA assistance. Another life cycle of the project is starting now. You have received:

- An acceptance letter (see annex 4).
- An award letter (see annex 5).

This part is designed to help you in the daily management of your project.

It starts from the signature of your contract and ends with the final narrative and financial report.

The main tasks to carry out now will be:

- Implementing and developing the planned activities within the application form and described in the annex of the contract.
- Managing the partnership.
- Monitoring your project according to the (national and EU) rules and schedule.
- Reporting regularly on quality and financial issues.
- Establishing the claims for reimbursement.
- Archiving the documents.
- Preparing controls (national and EU).

The potential difficulties which can be encountered during the implementation of the project.

A project is a living object. The plans laid out in the application form can be a bit different in “real life”. Specifically when the project starts a long time after the application form was sent and the selection ended.

The following difficulties are those found in different projects. It does not mean that you will encounter them, but just that finding difficulties is normal during the implementation of a project.

- Delay in the starting the project.
- Problems to recruit the right team.
- Delays in sub-contracting.

- Problems to get the right target group.
- Problems with the partners.
- Problems to spend the allocation in due time.
- Problems to report in due time.

In **ALL** cases these difficulties have to be reported. We will see that below.

→ THE PROJECT MANAGEMENT LIFE CYCLE

After your project is selected, it will go through the main following stages in its life cycle:

Activities	Supporting documents
Signature of the contract	Contract and annexes (provided by the IB)
Claim for advance	Claim and then bank transfer
Implementing the activities (phase after phase)	Programme, attendance list, slides, time sheets etc...
Launching second procurement calls (for actions of 10.000 € or more)	The whole tender dossier
Reporting (technical and financial)	Report (see template)
Establishing the claim for expenses	Claim + supporting documents
Establishing the interim report	If duration of project is more than one year and total worth of projet above 100.000 €
Preparing and welcoming monitoring visits	Monitoring visit report (carried out by the IB)
Establishing the Final claim and report	Final (financial and narrative) report and invoices
Archiving the documents	Chart of archiving

VI-MANAGING THE TEAM

This section is designed:

- To raise your awareness on the importance of a team work.
- To organise the team.
- To remind the responsibilities of the main stakeholders.

A project is usually carried out by a team inside an organisation and with partners coming from other organisations.

The main applicant and partners are linked to the objective defined in the project and for which the IPA assistance/grant has been awarded. They develop the planned activities together or in complementarity.

This has to be clearly-defined, scheduled and written:

- Did the situation changed since application form has been written?
- What impact on the planned project?
- Who will do what and when?
- What will the outputs be for each actor?

The stakeholders do have not the same role in the Action and this must be clearly identified.

The stakeholders have a different status in the team:

- Project contractor: the person who signed the contract with the project manager or project coordinator: and who runs the project on a daily basis.
- Accountant or assistant: the person who checks the budget and keeps the records.

- Consultants either employed by the contracting organisation or hired for the Action.

→ 1- MAIN RESPONSIBILITIES OF THE PROJECT CONTRACTOR

- He/she has legal responsibility for the project.
- He/she is responsible to the IB and all IPA authorities.
- He/she signs all contracts with partners and sub-contractors.
- He/she signs the administrative and financial reports.

→ 2- MAIN RESPONSIBILITIES OF THE PROJECT MANAGER

- Monitoring the project under the responsibility of the project contractor.
- Person responsible for achieving the objectives of the project
- Person responsible for the implementation of activities within the schedule.
- He/she manages the contract and addendum.
- He/she hires staff required (example: a trainer).
- He/she manages the team and coordinates the partnership.
- He/she monitors and controls project expenditure with regard to the planned budget.
- He/she prepares the financial and technical reports.
- He/she prepares tender documentation.



- He/she communicates with the Contracting Authority and informs it of all problems.
- He/she takes corrective measures if required.
- He/she prepares the controls/writes the reports.
- He/she prepares the controls, and deals with controllers.
- He/she solves the daily problems (troubleshooting).

→ 3- PARTNERSHIP ORGANISATION

The status of the different partners has been examined in Part I.

The status of each actor in the process must be very clear, written and collectively agreed.

Contracts or any other formalized document should be signed between all actors.

It is important to:

- Disseminate the original contract among partners so that everybody has all the information.
- Organise regular meetings to check the progress and difficulties in the implementation of the project (such as a monitoring meeting).
- Write minutes.
- Keep written records of the meeting and all agreements made.
- Carry out a complete review of the objectives.
- Remind everybody of IPA rules, including publicity.

Management tool:

If the partnership is large, a steering committee should be set up in order to monitor the project.

If the project is not very big, regular meetings must be organised in order to check that all stakeholders are carrying out their tasks as forecasted.

In any case, it of the utmost importance to check that the activities are carried out without delays.

NB: A project is a living object. The project leader can leave the project or be replaced. It is extremely important that written documentation is kept.

It is not acceptable to say to any auditor “sorry, the person responsible is no longer here, I don’t know where the documents are”!

All partners must know where the documents are stored.

A specific file for the IPA project must be created where all documents are kept (see archiving chapter).

A clear schedule for all

If the project starts later than forecasted, it has to be rescheduled.

All partners must be informed.

But remember that whatever the starting point is, the project cannot run over the deadline established. Thus, check the deadlines well.

Training the team and the partners

The whole team and the partners must be informed about IPA funding and IPA rules. Training could be organised in order to inform about IPA and its requirements.

Remember that IPA requirements are mandatory for all stakeholders.



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VII-MANAGING THE CONTRACT

The objectives of this section are:

- *To draw your attention on the importance of the contract.*
- *To raise your attention to some issues which have to be reported.*






































































































EXTREMELY IMPORTANT

The IPA programme is implemented under the rules of the External Aid of the European Union.

All these rules are set up and defined in a document called Practical Guide – PRAG, which can be found on the following web site

http://ec.europa.eu/europeaid/work/procedures/implementation/practical_guide

BUDGET AND EDF - GRANTS ANNEXES

- E1** Work programme  [34 KB]  
- E2** Local publication  [28 KB]  
- E3 GUIDELINES FOR APPLICANTS**
- E3a** Guidelines for applicants  [308 KB]  
- E3b** Application form  [2 MB]  
- E3c** Budget  [131 KB]  
- E3d** Logical Framework  [20 KB]  
- E3e Legal Entity File**
- Individual  [296 KB]  
- Private companies  [321 KB]  
- Public bodies  [322 KB]  
- E3f** Financial identification form  [331 KB]  
- E3h-1** Special conditions  [71 KB]  
- E3h-2** General conditions (annex II)  [80 KB]  
- E3h-3** Contract-award procedures (annex IV)  [85 KB]  
- E3h-4** Request for payment (annex V)  [28 KB]  
- E3h-5** Interim narrative report (annex VI)  [83 KB]  
- E3h-6** Final narrative report (annex VI)  [58 KB]  
- E3h-7** Financial report (annex VI)  [114 KB]  
- E3h-8** Expenditure verification (annex VII)  [175 KB]  
- E3h-9** Financial guarantee (annex VIII)  [35 KB]  
- E5a** Concept note evaluation grid  [55 KB]  
- E5b** Evaluation grid full application form  [107 KB]  
- E6a** Opening session and administrative check  [79 KB]  
- E6b** Evaluation report of the concept note  [75 KB]  
- E6c** Evaluation report of the full application form  [81 KB]  
- E6d** Final Evaluation report  [83 KB]  
- E8** Letter to Delegation evaluation  [34 KB]  
- E9a** Letter to applicants after opening session  [50 KB]  
- E9b** Accept letter to applicants after concept note evaluation  [42 KB]  
- E9ac-1** Reject letter to applicants after concept note eval./evaluation of full proposal  [33 KB]  
- E9ac-2** Reject letter to applicants after evaluation of full proposal - reserve list  [38 KB]  
- E9d** Accept/reject letter after eligibility check  [45 KB]  
- E9e** Award letter  [41 KB]  
- E10** Addendum  [42 KB]  
- E11** Publication  [45 KB]  



What does managing a project mean?

Monitoring the project is a set of activities which aims to measure and observe the progress in the implementation of the project and the achievements towards the objectives within the time schedule and the budget allocated.

It can be defined as a continual and systematic process of collecting and analyzing data to measure the progress being made, or lack thereof, by a project in relation to its planned activities (as approved in the contract).

Monitoring is an integral component of effective project management, and if properly conducted can significantly enhance the outcomes of the project and ultimately the programme.

The audit trail

All users of EU assistance should follow what is called an audit trail. The audit trail is simply a chain of procedures which are followed by the EU assistance users in order to be able to reconcile the accounts. The audit trail allows monitoring throughout its life. The audit trail must be written down.

The IB has its own audit trail. You must have your own.

Thus, you can follow up all the steps of your project.

We advise you to implement the following audit trail.

Phase of the audit trail	Who is responsible	Purpose	Supporting document
Selection process	IB (write the name of your contact point)	To show that the project has been selected in a transparent way	TORs Application form + annexes Award letter
Contracting	IB (write the name of your contact point)	Giving all information about the project	Contract and annexes Guidelines and manuals
Reporting and elaborating claims	Your organisation (name of person responsible)	To show all financial and administrative steps	Claim for expenses Bank transfer notifications Financial reports Narrative report Final reports Invoices
Ensuring publicity issues	Your organisation (name of person responsible)	Showing that publicity requirements have been respected	Plaques, papers, etc. (see chapter on publicity)
Ensuring the archiving	Your organisation (name of person responsible)	Showing that the dossier is maintained and accessible	The archive dossier (see section on archiving)

→ 1- THE CONTRACT

After the selection process is finished, a contract will be proposed to you.

As a key document it will have to be strictly respected. If any problem occurs, inform the IB (see below).

Read the contractual obligations carefully about:

- Eligible activities and expenses;
- Outputs and deliveries;
- Financial management: when to report and what other documentation is needed;
- The deadlines: set the agenda immediately and disseminate it among the stakeholders.

Disseminate the contract to the main stakeholders

FOCUS: THE CONTRACT

The contract is composed of two parts:

1- The contract itself called "Special Conditions" (E3h_2)

2- The annexes

- Annex I: Description of the Action.
- Annex II: General Conditions applicable to European Community-financed grant contracts for external Actions.
- Annex III: Budget for the Action
- Annex IV: Contract-award procedures
- Annex V: Standard request for payment and financial identification form.
- Annex VI: Model narrative and financial report.

Annex VII: Model report of factual findings and terms of reference for an expenditure verification of an EC financed grant contract for external actions.

Annex VIII: Model financial guarantee.

Read the "general conditions" carefully!

We call your attention of the following important article: Article 2 - Implementation period of the Action: "The contract shall enter into force on the date when the last of the two Parties signs".

Take careful note of the start and end dates of the contract: all expenses incurred before or after will not be eligible.

→ 2- CHANGES TO APPROVED PROJECTS

It is frequent that the project is modified because of external or internal changes. In case of changes, you must notify the IB of any significant proposed or anticipated changes to the IPA project as approved by the Contract. And you must be notified of the acceptance of these modifications. It is very important that difficulties, such as an inability to recruit eligible beneficiaries or an expenditure profile which is significantly different to the project forecast, are identified at an early stage. To do this you will need to monitor your project from the very first day. If you then discover that the project is significantly under-performing you should, where possible, take measures to improve the situation.

Where you believe you will not be able to correct the situation quickly, you must submit a significant change as soon as possible. Along with

the details of the significant change you should provide reasons if you believe the project should still be part-financed by IPA and demonstrate how the project still meets the aims and objectives of the fund and still has added value. Although reporting a significant change will demonstrate that the project is being monitored, it may not be approved. Given that past performance will be a consideration for future applications for IPA assistance it is essential that you take the reporting of significant changes seriously.

If you submit final claims that differ significantly from the original approved application without previous notification, then the whole claim could be deemed no longer valid and you may have to repay the grant.

YOU MUST REPORT TO THE IB FOR ANY CHANGE IN:

- The activities.
- The budget.
- The outputs.
- The schedule.

AND ALWAYS BEFORE:

- You change the start or end date of the project.
- You withdraw the project.
- You change the content of the project from that set out in the original approved application, for example changing the scope, delivery or aim.
- You vary the overall unit cost by more than 15%.
- You change the course length.
- You change the course venue (this may affect the quality of the course).
- You increase the number of beneficiaries and reduce the hours of training for each beneficiary (this may affect the quality of the course).
- You allow the number of beneficiaries to drop by more than 15%.
- You allow the spending under different cost headings (such as staff costs, beneficiary, costs and other costs) to vary by more than 15% compared with the budgeted costs even though the total project cost is not changed.
- You claim for extra items of expenditure.
- Source(s) and the amounts of funding are changed.
- Estimated expenditure or revenue is changed.
- Match funding is changed, including who is providing it.
- You change the project name or your organisation's name.
- Or you change key personnel, number of trainers or trainer hours per trainee.

The above list is **not comprehensive** and you should contact the IB if you are not sure whether you need to report proposed changes.

You must also report any significant changes not previously identified giving:

- Details of the change.
- The reasons for the change.
- Details of how the project still meets its objectives.
- Modifications of the budget.

Do not wait until you have submitted the claim form before notifying changes. Ideally you should discuss any changes with the IB as soon as you discover them, to agree on how to approach the change. You should always **follow up this conversation with a letter** setting out the reasons for and justification of the change. The IB will then assess the change against the original application and the priority under which the project is funded.

All the correspondence in relation with your contract must be in a written form, with the registration number of your project, the name of the project and should be sent to the addresses indicated in your contract.

The IB will then write to you with its decision on whether the change has been accepted and whether the amount of funding will change.

Store all these letters in your file.

You must report details of any significant changes and the IB's approval in the final claim.

You must also inform the Contracting Authority as soon **as you identify any money allocated to a project that you will not be using**. This will result in a revised Contract and budget.

You must answer the Contracting Authority within 5 days concerning any information for your project.

You should refund any money advanced under the project if you withdraw.

→ 3- THE SUBCONTRACTS⁽¹⁵⁾

During the implementation of the project, it is likely that you will have to sub-contract.

These sub-contracts can be of 3 types:

- Service contracts.
- Supply contracts.
- Works contracts.

A Supply contract covers the purchase, leasing rental or hire of products, with or without option to buy.

A service contract is mainly used for studies (identification and preparation of projects, feasibility studies, economic and market studies, technical studies, evaluation and audits, training)

A work contract. Here "work" means the outcome of infrastructure, building or civil engineering.

For all expenses < or = to 10.000 €, there is no need for a tender procedure. A single tender will be enough. In this case, there is a negotiation with a single supplier.

The rules applicable to these contracts are set up in the "procurement by grant beneficiaries in the context of EC external actions."

The table below sets out the main rules

Services	≥ €200,000 International restricted tender procedure	< €200,000 but > €10,000 Framework contracts 2. Competitive negotiated procedure		
Supplies	≥ €150,000 International open tender procedure	< €150,000 but = €60,000 Local open tender procedure	< €60,000 but > €10,000 Competitive negotiated procedure	
Works	≥ €5,000,000 International open tender procedure 2. International restricted tender procedure	< €5,000,000 but = €300,000 Local open tender procedure	< €300,000 but > €10,000 Competitive negotiated procedure	< €10,000 Single tender

Source: Practical Guide 2008

(15) All information concerning these contracts can be found in the Practical guide to contract procedures for EC external actions.



If you sign contracts with subcontractors then, remember that **you are responsible for making sure that the EC Regulations and requirements are observed, not the subcontractor.**

VIII-MANAGING THE BUDGET

The financial issue is a key issue for IPA.

The expenses rules are relatively complex and must be followed with extreme attention.

Remember that a good financial management system will require implementing:

- Proper procedures.
- Proper accounting records.
- Proper supporting documentation.

Remember also that you have to be perfectly clear and rigorous with all the expenses and all the proofs.

Otherwise, the sanction will be simple and clear: you will not be paid the outstanding balance. In serious cases, you will be obliged to reimburse the assistance.

FOCUS: LIST OF DOCUMENTS TO PROVIDE DURING THE IMPLEMENTATION

During the implementation of your project, you will have to produce the following documents:

- Requests for payment.
- Interim narrative report, if applicable.
- Final narrative report.
- Final financial report.
- Audit report/audit certificate.

All can be found on the following website :

http://ec.europa.eu/europeaid/work/procedures/implementation/grants/index_en.htm.

“The Beneficiary shall keep accurate and regular accounts of the implementation of the Action using an appropriate accounting and double-entry book-keeping system. These systems may either be an integrated part of the Beneficiary’s regular system or an adjunct to that system. This system shall be run in accordance with the accounting and bookkeeping policies and rules that apply in the country concerned. Accounts and expenditure relating to the Action must be easily identifiable and verifiable. This can be done by using separate accounts for the Action concerned or by ensuring that expenditure for the action concerned can be easily identified and traced to within the Beneficiary’s accounting and book keeping systems. Accounts must provide details of interest accruing on funds paid by the Contracting Authority (general conditions, article 16).”

FOCUS: REGISTRATION IN PADOR (Potential Applicant Data-On line Registration)

All projects supported by European financial support have to be registered in PADOR. This registration has to be carried out by the project promoter.

PADOR is the database created by DG Budget in the European Commission in which all contractors can be identified.

PADOR is only made for organisations, not individuals.

This identification is made on a LEF: Legal Entity File.

A PADOR user’s guide can be found at the following address:

http://ec.europa.eu/europeaid/work/onlineservices/pador/manuals/pador-manuel_en.pdf

Or more simply, by typing PADOR on Google!

In all cases, you will have to elaborate TORs (Terms of Reference) or Technical specifications. This is not a simple exercise and deserves specific training or expert support. It is recommended to send tender documentation to IB before tender procedure for final check.

→ 1- KEEPING AN ACCURATE ACCOUNT OF THE PROJECT

In order to have clear accounts you must keep a separate account for the project.

As a project promoter, except if you are a public organisation, you must open a separate bank account for the project. The full bank statements and reconciliations along with the bank mandate showing bank signatories will help you for the controls.

The cost of opening and administering this separate account are deemed to form part of the Administrative costs relating to the project and are therefore eligible expenditure.

It is allowed to use an interest bearing current account. The account must not be an investment, savings or deposit account. Please note that all interest earned on IPA money must be declared as revenue income, and deducted from total project costs in order to establish the total eligible costs on which IPA assistance is earned. There is therefore no real advantage to be gained in seeking to earn higher levels of interest.

Organisations involved in the delivery of multiple projects may already have established a comprehensive financial system using computerised cost centres rather than multiple bank accounts. In certain exceptional circumstances, the may, on written application, approve such a system for the purposes of IPA project management subject to the project promoter demonstrating to their satisfaction that its system guarantees a clear audit trail. Any such approval will be subject to the organisation demonstrating its continued effectiveness through checks by Commission, European Unit, or the Contracting Authority’s staff. Failures will result in reversion to the mandatory use of a separate bank account.

Establish and maintain a list of all invoices

As soon as you start, and all along the implementation of the project, establish a list of all invoices in order to have a clear record.

Send this list to the IB with your claims for expenditure. Thus it can choose a set of invoices for controls.

Example:

Date of Invoice	Code	Object	Category of expenses
	001	Books	Supplies
	002	Rent of meeting room	Action costs
	003	Travel for beneficiary	Travels
	004	Stationery	Supplies

For the code, you can use your own codification, but you must add a specific sign showing it is an IPA expense.

This list must be computerized and always updated.

The category of expenses is that of the budget as stated in the annex of the contract. All expenses must fall under one of these categories.

Respect the apportionment rule

For all indirect costs, an apportionment rule must be written and respected. This apportionment rule must be used all along the project. Remember that indirect costs cannot be more than 20% of the direct eligible costs.

Respect the deadlines for sending the claims and reports

When your project starts, claim an advance payment. Use the specific document required for that.

REMINDERS

Expenses that will be accepted:

- Expenditure actually paid out
- Based on real costs (no lump sums)
- For eligible activities and expenses
- Only related to the project
- Supported by invoices or accounting documents of equivalent probative value.
- All expenses will be expressed in Euros

All costs must be **identifiable, verifiable and justified**. This means that you can explain how they have been calculated.

An expense which is not eligible will be rejected and not reimbursed.

All costs which are not backed by originals of supporting evidence (invoices, tickets, attendance lists etc.) will also be considered as ineligible.

In general, and this must be kept in mind as a general principle: any expenditure that does not clearly relate to the project and any expenditure which is not supported by written source will be ineligible.

In cases where an invoice is not relevant under national tax or accountancy rules, "accounting documents of equivalent probative value" means any document submitted to prove that the book entry gives a true and fair view of the actual transaction in accordance with current national accountancy practices.

→ 1- PAYMENTS

Payments will be made in 3 times :

- 50% as an advance.
- 30% after interim or quarterly report.
- 20% as balance after the final invoice.

Advance payment.

You will be entitled to claim an advance payment once you have:

- Signed and returned the IB contract and all annexes.
- Sent the Public and/or Private Match Funding Certificate(s) (MFCs) as appropriate and,
- Your project has actually started.

All payment procedures are set out in Article 4 of the Special Conditions.

→ 2- REPORTING

Reporting is a contractual issue.

Two types of documents will be used to this end: the interim (or final) narrative report and the financial report.

The narrative report does not raise any specific problem (see annex).It aims to report on the qualitative aspect of the project.

There is no need to write a hundred pages ! Be precise and concise.

Interim claims

These are claims for money which you have actually spent. You may make interim claims at monthly or three-monthly intervals – as agreed in your contract. However, the timing of your claims should match the intervals at which you identified your costs on the project profile and advance claim form. For example, if you identified your costs at three-monthly intervals, then you should submit interim claims at the end of every three months.

The interim claims will take the form of project progress reports. As part of this report, you must inform the IB how much you have spent, in total, on the project to date and give details of the project activity. Applicants have a legal obligation to provide accurate output and expenditure information. Supplying incorrect information will cause you additional administrative work and considerably delay any future payments to you.

Financial data on the interim claims submitted at three monthly intervals must be reconciled with an attached bank statement. If an exemption from setting up a dedicated bank account has been approved in writing by the IB, financial data must be reconciled with a computerised cost centre report. Payment will be dependent upon fully acceptable documentation being in place to support the claim. Interim claims prepared at three monthly intervals should be submitted within 4 weeks of the end of the period. The Contracting Authority will check your claim and progress report and, if satisfied, will arrange to have the interim payment made. You must send the form to the IB on time even if you are not making a claim or if no payment is due.

The IB will work out the interim payment by applying the project intervention rate to the amount you have spent to date. From this they will deduct any interim payments you have already received. The balance will be the amount you are due.

Project closure report – final claim – final payment

At project closure stage you should complete a final report. You must send this report to the IB **within two months after the end of the project or at the date stated in your contract.**

You should make sure that you maintain records of the project as set out in your application form.

This will include information on the beneficiaries who have been helped by your project and who completed or left before the end of the project. It should reflect the beneficiary analysis and outcomes shown in the application form.

You will also need to show in your final report how your project was implemented and what outcomes were achieved.

Added to your final report and financial report, you will attach the following documents: audited financial statements and audit reports and General Statements of Expenditure.

The final payment will be the total IPA you claimed for the project, less payments already received (including the advance payment). The total IPA you claim can never be more than the approval amount net of the Public non-match funding, revenue and VAT which is reclaimable for your project. Neither can it be more than the total eligible expenditure, excluding contributions in kind.

→ 3- SUPPORTING DOCUMENTS

The next page lists the main expenses you may have in a project. It is not complete and must be adapted to your Action. In the second column, the documents you must provide to be reimbursed are listed.

Be aware that this list will also be used in case of controls.



Type of expenses	Supporting document (NB: all original copies must be kept by the beneficiary. Only send copies when you are required to send them).
Staff salaries Others salaries	<p>Summary table list of project staff, indicating: names, position/category as in the breakdown of costs details of remuneration paid, broken down into gross salary, social security charges, insurance and net salary</p> <p>Original employment/work Contracts (temporary and permanent)</p> <p>Originals of certified time sheets.</p> <p>Originals of payrolls/honoraria account (invoice) for all personnel, charged to the project</p> <p>Originals of bank transfers/payment receipts.</p>
Beneficiaries	<p>Summary table: List of beneficiaries, indicating: name, period(s) they were employed for the project, training allowances paid</p> <p>Original employment/work Contracts (temporary) (if applicable)</p> <p>Attendance sheets</p> <p>Originals of payrolls-if applicable</p> <p>Originals of bank transfers/payment receipts if applicable.</p>
Conferences and Seminars	<p>When subcontracted</p> <p>Original tender dossiers for procurement of services (if applicable) /order forms</p> <p>Contracts</p> <p>Original invoices</p> <p>Originals of bank transfers/payment receipts</p> <p>When renting a hall or equipment for training</p> <p>Original invoices</p> <p>Programme (with all visibilities elements)</p> <p>Invitation (with all visibilities elements)</p> <p>List of participants / registration list</p> <p>Originals of bank transfers/payment receipts.</p>
Travel	<p>Train and bus-tickets/invoices</p> <p>Plane-tickets/invoices and boarding passes</p> <p>Car-summary list of the distance covered, the average consumption of the vehicles used, fuel costs and invoice for fuel.</p>
Durable equipment (for cross funding projects)	<p>Original tender dossiers for procurement of equipment (if applicable)/order forms</p> <p>Original Contracts</p> <p>Original invoices for purchase of equipment</p> <p>Delivery forms</p> <p>Originals of bank transfers/payment receipts</p> <p>Equipment inventory register</p> <p>Original certificate of origin or Certificate of Manufacture in the EU and sworn statement by the manufacturer of the goods that they were manufactured in the EU</p> <p>Transfer of ownership statement (with the Final report)</p> <p>If supplies come from the Beneficiary's stocks, invoices shall reflect the price paid at the time of purchase. The original of the purchase invoice must be kept.</p>
Pedagogical materiel	<p>Original invoices of printers and designers</p> <p>Originals of bank transfers/payment receipts</p> <p>List of people to which outputs/products were distributed.</p>
Local office/Action costs	<p>Original invoices for paid rent</p> <p>Original invoices for other costs tel/fax, electricity/heating, maintenance</p> <p>Original invoices for consumables</p> <p>Originals of bank transfers/payment receipts</p> <p>Once again keep in mind these expenses must be related to the project and apportioned.</p>
Publications, studies and research	<p>Original tender dossiers for procurement of services (if applicable)</p> <p>Contracts</p> <p>Original invoices</p> <p>Delivery forms</p> <p>Originals of bank transfers/payment receipts</p> <p>List of individuals/organisations to who publications were distributed</p> <p>Copy of publication or study (with all visibilities elements).</p>
Visibility actions (publicity)	<p>Original invoices</p> <p>Originals of bank transfers/payment receipts</p> <p>Copy of documents.</p>
Other (Works)	<p>Original tender dossiers for procurement of Works (if applicable)</p> <p>Contracts</p> <p>Bill of quantities</p> <p>Original invoices</p> <p>Bank transfers/payment receipts</p> <p>Supporting documents - when not sub-Contracted:</p> <p>Bill of quantities</p> <p>Original invoices for materials</p>
Administrative costs	Show these administrative costs are related to the project.

4- Financial statement and audit report

A report on the verification of the Action's expenditure, produced by an approved auditor who meets the specific conditions of the Terms of Reference for the expenditure verification, shall be attached to:

- Any request for pre-financing payments per financial year in case of grants of € 750 000 or more.
- Any final report in the case of a grant of more than € 100 000.
- Any request for payment of over € 100 000 for the financial year, in the case of an operating grant.

The cost of the IPA audits, including the final one, is eligible for IPA support. Once you have paid the auditors, you may include the costs in your Project Report. When you complete your Project Closure Report (final claim), you will need to include an estimate of the amount of the IPA audit before presenting the claim to your auditors, and then alter this as necessary.

Who can conduct the external audits?

If you already have an annual statutory audit then your existing external auditors should do the audit.

If you do not need to have an annual statutory audit, you will need to appoint an external auditor.

This should be an independent accountant (or firm of accountants) who is, at the date of the audit, eligible for appointment as a company auditor under Croatian legislation.

The auditors appointed must not be your employee, relative, partner or be connected with your organisation in any way.

You will be also asked to provide a detailed breakdown of actual expenditure incurred, which can be supported by documentation. You should use only actual information to calculate project closure entries. You cannot use notional or estimated information for calculating IPA expenditure.

The Contracting Authority will not accept any items of expenditure in your project closure report which you did not include in your application, unless you notified a change and agreed it with the Contracting Authority.

IX-MONITORING VISITS AND CONTROLS

This section is designed to inform you of the visits you will receive and how to prepare for being controlled

→ 1- MONITORING VISIT

During the life of your project, you will be visited by the Implementing Body/Contracting Authority for monitoring visits.

These monitoring visits are made to check that the project is going well and does not have too many problems.

The monitoring visits are made to help and support you. They are not made for control. They are not mandatory for the Implementing Body.

→ 2- CONTROL VISIT/ON-THE-SPOT CHECKS

On-the-spot visits have another status: they are a part of the control activity carried out by the Implementing Body. They are mandatory. On-the-spot visits are complementary to control on files which is carried out by the IB. They are made to check the reality of your action and the reality of the expenses.

But your project can also be controlled by other organisations: the Croatian Audit Office, Internal Audit, the European Commission, the European Court of Auditors.

“The Beneficiary will allow the European Commission, the European Anti-Fraud Office, the European Court of Auditors and any external auditor authorised for the carrying out verifications...to verify, by examining the documents or by means of on-the-spot checks, the implementation of the Action and conduct a full audit, if necessary, on the basis of supporting documents for the accounts, accounting documents and any other document relevant to the financing of the Action.

These inspections may take place up to 7 years after the payment of the balance.”

The objectives of such a visit are:

- To ensure that the accounts of the project reflect only actual eligible expenditure. It will be based on the information supplied by you in project claims.
- To ensure that expenditure was relevant to the project and that all eligible costs relate to project activity undertaken in the relevant period of the claim.

■ All information in claims must have the capacity to be proved and IPA records must link to the main accounting records and to the audited financial statements. The visit will test the documentation used to collate the IPA claim.

■ To test beneficiary records, including eligibility of beneficiaries, start and finish dates of training, total hours of actual attendance, or outcomes of the training.

The IB expert checks out the following:

- The physical reality of the training centre and equipment or any other centre linked to the project (building, address, training rooms and equipment, trainers, etc.)
- A deeper check of the attendance list if relevant.
- Timesheets of the trainers and administrative staff.

→ 3- PREPARE THE CONTROL

Do not panic ! Monitoring and controls are normal tasks. You will be informed in advance !

A few working days notice of a control visit should be given. Key staff must be available to assist the auditors.

The main findings from the control visit will be discussed with key staff at the closure of the inspection. You will be given the opportunity to discuss any other financial matters of concern to the project.

For this visit you must provide officers of the Contracting Authority, (and maybe, staff or agents of the Croatian Audit Office, European Commission (EC), and European Court of Auditors) access to trainees and to facilities, records, and accounts of the grant beneficiary and to permit such officers to make inspections as required in relation to the IPA project application, and contract.

Respond to any requests for information about the progress of the project within a reasonable period.

The Contracting Authority, the Croatian Audit Office, Internal Audit, the European Commission, the European Court of Auditors have the right to inspect the project and to ask for further information at any time. You must provide them with any documents or items they require. But do not worry, you will not have all these controls during the life of your project!!!!



Who and what needs to be available on the day of the visit

- Personnel who should be available on the day include:
 - The project manager;
 - The project contractor;
 - The person responsible for general record-keeping for the project;
 - The person responsible for the financial record-keeping of the organisation.

You may not be able to have all these people on this day. In this case you must be able to answer the questions.

You are not required to be with the controller during all the control but you must be available to all questions raised.

Make the dossier complete, clean and accessible.

Supporting documentation

- The following documentation should be available:
 - The project application
 - The contracts and amendments
 - All tender documentation in case of sub contracts
 - The specification of the project and/or the work-plan
 - All general record-keeping documentation
 - All financial record-keeping documentation
 - Written methods of apportionment of staff and overhead costs
 - Last set of audited accounts (if requested by the contract)
 - Organisation's financial records including salary records
 - Last set of management accounts

The controller will inform you of the main results and will make a report later. This report should be sent to you in case of problems to allow you to answer.

X-PUBLICITY

Publicity is an important issue and is mandatory according to EU rules. All projects co-financed by an EU programme must develop a visibility/publicity policy. This section is designed to help you in implementing publicity for your project.

The Contracting Authority will check for respecting the visibility rules and, in case of breach, the Contracting Authority may decide to consider costs as ineligible for products that do not respect these rules.

But it does not mean that you have to implement a publicity policy or develop huge events or even spend a lot of money on this ! This has to be proportioned to the size and amount of the project.

Just be aware of this and use the following advice.

All project promoters are required to acknowledge financial help from IPA for their projects. You must publicise the fact that IPA is part-funding the project. This publicity should ensure that:

- Beneficiaries are aware that their training or other type of action is partly financed by the IPA;
and
- You raise awareness of IPA amongst potential beneficiaries.

To do this you must undertake the following activities:

→ 1- RAISING AWARENESS AMONGST BENEFICIARIES

- Display the EU logo and acknowledge EU co-financing on forms and literature going to beneficiaries, on all documentation and in rooms where the project activities are held.
- Mention IPA in any induction programme.
- Put a poster or a plaque in your premises.
- According to the size of the project, carry out a kick-off presentation and or a closure meeting.

→ 2- RAISING AWARENESS AMONGST THE GENERAL PUBLIC

- Display the IPA logo and include a narrative acknowledgement of IPA support on literature or on exhibition stands at information events.
- Acknowledge EU support in press releases and interviews on specific items of news to generate local TV or radio coverage, articles in national/local newspapers and magazines and articles in trade and specialist press.
- Refer to EU support in speeches at award ceremonies, open days, lunch/dinner meetings.

This is also valid for all the partners of the project. All Partners must make reference to the European Community's financial contribution and display the EU logo on any product concerning the project, including:

- Stationery, letterheads, business cards, envelopes;
- Web site materials, slides, transparencies, panels;
- Newsletters;
- Catalogues, publications, leaflets;
- Plaques, bill boarding or special signs or stickers;
- Press kits and press releases, advertisements;
- Conference and seminar documents and training materials, including invitations to seminars, agenda, materials;
- Internal and external reports;
- Stand material for exhibitions, fairs, etc.;
- CD, videos;
- Any other publications;
- Information given to the final recipients of the projects;
- Equipment signs;
- In case of reconstruction or refurbishment of building, a plate on the venue.

In case of official publications instructions for the reproduction of the EU logo given on the following Internet address are to be used:

http://europa.eu/abc/symbols/emblem/graphics2_en.htm

In case of internal documents the following may be used:



Any notice or publication by any Partner, in whatever form and by whatever medium, including the Internet, must carry the following disclaimer:

"This document has been produced with financial assistance from IPA. The content of this document is the sole responsibility of <Beneficiary name> and can under no circumstances be regarded as reflecting the official position of the European Union".

Controls can be carried out many years after the end of the project.

Archiving is an important element of the chain of procedures ("audit trail")

This section is designed to help you to identify what has to be stored.

Even if the project is short, its life will be long. In fact, you are obliged to keep all documentation of the project for 3 years after the closure of the OP, which means until 2015 minimum.

Remember that IPA relies on written procedures and written documentation.

Thus you must archive all the related documents and make them easily accessible.

Archiving raises multiples questions:

- What kind of documents must be archived?
- Where should they be archived ?
- How long should they be kept ?

→ 1- DURATION OF ARCHIVING

All documents must be kept for 7 years from the payment of the outstanding balance of the contract. Ensure that it is accessible even if you are no longer a part of the organisation. Remember that the European Commission's auditors can carry out a control many years after the end of the project!

→ 2- TYPE OF DOCUMENTS TO BE ARCHIVED

■ Administrative documents

All documents related to the selection procedure:

- Copy of the Application form.
- Contract with the Contracting Authority and Addendum.

Contracts with all partners.

All tender dossiers or quotes.

■ Technical documents

List of Beneficiaries

Normally they are registered in the beneficiary computer system. The minimum data are full name, address and telephone number.

Attendance Sheets

For each training session a daily Attendance Sheet is prepared. The Attendance Sheets are filed in by the trainers, signed by the trainees and stored in the Organisation's archives.

■ Financial documents

All invoices related to project expenses must be kept and carefully filed.

There must be a clear link to the project's activities.

Invoices must be established in line with national rules.

You must have proof that invoices have effectively been paid.

■ Others

a) Training

For each training course the following minimum documentation should be kept:

- A detailed description of the training-vocations, training modules, training hours per subject, methods, etc.
- Training programmed
- Period of implementation
- Venue (own or subcontracted)
- Equipment (own or subcontracted)
- List of trainers / lecturers
- List of training materials and spare parts used
- List of people/institutions to which outputs produced during training were distributed
- Criteria to recruit trainees
- In-kind or cash benefits paid to the beneficiaries: training allowance, food and drinks, transport, training materials given to beneficiaries, etc.
- Attendance sheets
- Entry and Exit Survey Forms
- How satisfied were the final beneficiaries with the provided assistance (Summary and analysis of the Exit Survey Forms)
- Reports of the trainers (if applicable)
- Internal monitoring reports of the training (periods, findings, etc.)

b) Seminars, conferences, working meetings

- Topics
- List of presentations
- List of speakers
- Handouts
- List of participants
- Venue and equipment (own or subcontracted)
- Minutes (if applicable)
- Press clippings
- Feed-back questionnaires (if applicable)

c) Publications

- Copies of publications
- Distribution lists

d) External experts

- Description of the assignment
- Timesheets
- Copies of the reports

e) Media Coverage

Copies of all publications: press clippings, videos, radio tapes, etc.

All project Partners must keep accurate and regular records and accounts of the project implementation, using a dedicated double-entry book-keeping system, as part of, or in addition to their own accounts.

All Partners must retain original supporting documents for all expenditures incurred till the end of 2013. Financial documents have to be kept by Beneficiaries to prove the eligibility of expenditure.



ANNEXES

ANNEX 1 MODEL OF LEGAL ENTITY FORM (LEF)



LEGAL ENTITIES

PRIVACY STATEMENT

http://ec.europa.eu/budget/execution/legal_entities_fr.htm

PRIVATE COMPANIES

TYPE OF COMPANY	<input type="text"/>		
NGO	YES <input type="checkbox"/>	NO <input type="checkbox"/>	(Non-Governmental Organisation)
NAME(S)	<input type="text"/>		
	<input type="text"/>		
	<input type="text"/>		
ABBREVIATION	<input type="text"/>		
ADDRESS OF HEAD OFFICE	<input type="text"/>		
	<input type="text"/>		
	<input type="text"/>		
POSTCODE	<input type="text"/>	P.O. BOX	<input type="text"/>
TOWN/CITY	<input type="text"/>		
COUNTRY	<input type="text"/>		
VAT (1)	<input type="text"/>		
PLACE OF REGISTRATION	<input type="text"/>		
DATE OF REGISTRATION	<input type="text"/>	<input type="text"/>	<input type="text"/>
	D D	M M	Y Y Y Y
REGISTRATION No (2)	<input type="text"/>		
PHONE	<input type="text"/>	FAX	<input type="text"/>
E-MAIL	<input type="text"/>		

THIS "LEGAL ENTITIES" FORM SHOULD BE COMPLETED AND RETURNED TOGETHER WITH:

- 1. A COPY OF THE VAT REGISTRATION DOCUMENT IF APPLICABLE AND IF THE VAT NUMBER DOES NOT APPEAR ON THE OFFICIAL DOCUMENT REFERRED TO AT 2 BELOW.**
- 2. A COPY OF SOME OFFICIAL DOCUMENT (OFFICIAL GAZETTE, COMPANY REGISTER ETC.) SHOWING THE NAME OF THE LEGAL ENTITY, THE ADDRESS OF THE HEAD OFFICE AND THE REGISTRATION NUMBER GIVEN TO IT BY THE NATIONAL AUTHORITIES.**

DATE AND SIGNATURE OF AUTHORISED REPRESENTATIVE

FINANCIAL IDENTIFICATION

PRIVACY STATEMENT
http://ec.europa.eu/budget/execution/ftiers_fr.htm

ACCOUNT NAME(1)

ADDRESS

TOWN/CITY

POSTCODE

COUNTRY

CONTACT

TELEPHONE

FAX

E - MAIL

BANK

BANK NAME

BRANCH ADDRESS

TOWN/CITY

POSTCODE

COUNTRY

ACCOUNT NUMBER

IBAN(2)

REMARKS:

BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE

DATE + SIGNATURE ACCOUNT HOLDER :

(Obligatory)

DATE

(1) The name or title under which the account has been opened and not the name of the authorized agent(2) If the IBAN Code (International Bank account number) is applied in the country where your bank is situated(3) It is preferable to attach a copy of recent bank statement, in which event the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder is obligatory in all cases.



Letterhead of Contracting Authority

[Restricted / open calls for proposals]

<Date>

<Name and address of the applicant>

Call for proposals: <Reference and title>

Application ref.: <Number and title>

Dear Sir/Madam,

With reference to your application referred to above, I am pleased to inform you that in accordance with the recommendations of the Evaluation Committee, the Contracting Authority has <pre-selected your concept note/provisionally selected your application>.

PRE-SELECTED CONCEPT NOTE:

In the case of restricted calls: [Please send us your corresponding full application observing the instructions given in the Guidelines.]

Applications must be submitted by <date>, as evidenced by the stamp date. Any application submitted after this date will be automatically excluded from further examination.]

In the case of open calls:

[Your full application form will therefore undergo an evaluation in accordance with the selection and award criteria set out in the Guidelines for applicants.]

Where PADOR is obligatory: Please ensure that the information (i.e. compulsory and non-compulsory fields) uploaded in PADOR is up-to-date by the <date>, otherwise your application will be excluded.

PROVISIONALLY SELECTED APPLICATIONS:

Where PADOR is not obligatory: [In order to allow the Contracting Authority to verify the eligibility of your organisation, as well as the eligibility of your partners and of the action according to the criteria set out in the Guidelines for applicants, I would be grateful if you could send me the supporting documents as specified in the Chapter 2.4 of the Guidelines for applicants.]

These documents and information, must be received by the <date>, otherwise your application will be excluded.]

Where PADOR is obligatory: Please ensure that the information (i.e. the supporting documents) uploaded in PADOR is up-to-date in the language(s) concerned by the <date>, otherwise your application will be excluded. The evidence as regards the co-financing must be received by the same date.

Yours faithfully,

<Name>

Chairperson

Letterhead of Contracting Authority

[restricted / open calls for proposals]

<Date>

<Name and address of the applicant>

Call for proposals: <reference number & title>

Application ref.: <number & title>

Dear Sir/Madam,

With reference to the above application I am pleased to inform you that, on the recommendation of the Evaluation Committee, the Contracting Authority has decided that your application may be awarded a grant of a maximum € <XXX> i.e. **XX,XX** % of the total eligible cost of the action.

A grant contract between the Contracting Authority and your organisation will therefore be prepared. In this connection you will be contacted with a view to finalising it according to the recommendations of the Evaluation Committee.

Please note that this letter does not yet give you the right to the said grant. You will not acquire that right until both parties have signed the grant contract, and then your right will depend upon the terms of the contract.

Yours faithfully,

<Name>

Chairperson of the Evaluation committee





IPA

EXPERT TIMESHEET

Project title :
Contract No:
Start date:
Contract expiry date:
Name of the expert :

Date	Place of performance	Activity

Date, name and
Signature of the expert

Date, name and
Signature of the Responsible



IPA
Meeting report

Project title :

Date of the meeting

Purpose of the meeting

First name	Family name	Professional address and tel

Date, name and
Signature of the responsible of the meeting





IPA
Mission report

Project title :

Date of the mission :

Purpose of the mission :

Number of working days :

Number of per diems :

(Join the mission order and all supportive documents : train or plane tickets)

- Object /purpose of the mission :
- Contents of the mission : (join the programme if any)
- Main elements of the mission (make a short summary of the mission and, if relevant, a note on the decisions taken)

ANNEX 8 GLOSSARY

Added value: The amount of extra outputs gained as a result of European funding for the project, over and above those benefits obtained from other funding sources.

Advance payment: Payment made to the project applicant when it is confirmed that the project has started.

Applicant: An individual or organisation submitting a formal document for a specific purpose. Also referred to as the accountable body.

Application: The submission of a formal document by an individual or organisation applying for funding for a project.

Attributable: An action or item of expenditure that belongs to a project or activity.

Audit: An inspection of the systems and financial records of a project to confirm the accuracy, reliability and eligibility of funding claims.

Beneficiary: A person or organisation receiving support from a European funded project.

Benefits-in-kind: Non-financial support given to a project, for example, staff time working on a project. It must be possible to measure this support financially.

Budget allocation: The funds awarded to a project, that are to be used for the purpose already set out in the project application.

Claim: A return completed by an organisation to show financial and non financial information which applies to a specific period. It also includes the claiming of cash payable for the project.

Commission (EC): The European Commission.

Control: To check, verify and regulate elements of a project, or to exercise control over the policy of an organisation.

Depreciation: The calculated loss in value of an asset due to age, wear and tear, deterioration, or obsolescence.

DG Employment Directorate General at the European Commission: Responsible for policy development, evaluation and use of ESF.

DG Financial Control Directorate General, at the European Commission: Responsible for effective and efficient financial control of European Commission's resources.

Disability: A person has a disability if he/she has a "physical or mental impairment which has a substantial and long term adverse effect on his/her ability to carry out normal day to day activities".

Early leavers: Beneficiaries who have left a project before they have completed it and who will not be returning to that particular project.

Eligibility: The criteria that describe the status of beneficiaries, costs and activities that are entitled to be included within a European funded project.

Eligible costs: Costs that are to be taken as allowable charges for a project.

Employability skills: The skills required to improve a beneficiary's chances of becoming employed, such as literacy training and specific vocational qualifications.

ESF European Social Fund: Aims to improve the employment situation in the EU, usually through training or work subsidy.

IB: Implementing body within IPA, intermediate body within ESF: The organisation responsible for administering a part of the funds as delegated by the managing authority or the body responsible for the OP. The IB is also the Contracting Authority.

Expenditure: Amounts paid by an organisation for goods or services received. Can be either capital or revenue expenditure.

Final claim: The final return completed by an organisation to show financial and non-financial information for a specific project.

Funding: Money made available to a project.

Ineligible costs: Costs that cannot be claimed.

Intervention rate: The percentage of project expenditure provided by the IPA programme. It is 85%.

In kind: An amount of cost included in a project return for which expenditure has been incurred although not by the applicant (for example, donated time or equipment). The actual value to the project is then quantified.

Measure: An individual element of priority specifically designed to focus on the priorities of the Commission's objectives.

Sectoral Monitoring Committee: Monitors programmes; members include Government Department staff and other partners.

Operational Programme: The document setting out how funding will be targeted.

Outcome or output: The result or product of a project, such as qualifications, businesses supported or progression to employment.

Priority: A set of specific aims within a programme which are to be tackled by the delivery of particular measures.

Programme: A document that lays down the type of activity eligible for funding for a particular Objective and area. Within IPA the programme refers to the Operational programme.

Project: This is the activity for which funds are being sought under a Priority or Measure for an Objective. It is also the term given to an application once it has been approved.

Project file: A collection of records relating to a particular project, established to collect together information on the project at a single point.

Pro-rated: A method of apportioning costs on a fair and equitable basis.

Revenue: Income generated by a project.

Risk: The possibility of loss because of a decision or action.

Significant change: A situation where the theme of the project or its outputs and costs dramatically change from those set out in the application as a result of unforeseen external or internal factors. Such changes must be notified to the IB.

Social exclusion: Partitioning of a group, individual or sector from the normal activities of society because of economic or social factors.

Subcontract: The delivery of elements of projects by organisations other than the applicant or a project partner.

Sub-target group: A particular sub-group of the population being targeted, for example, a sub-target group of the unemployed population could be the long term unemployed.

Target group: A group deliberately targeted by approved policy, usually as the result of labour market intelligence.

Unemployed: Those who were not working but who were looking for work before entering the ESF Programme.



